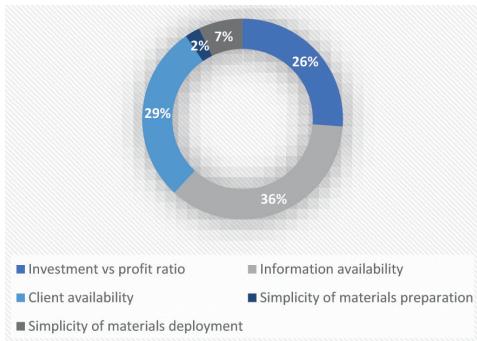


# Časopis za ekonomiju *i tržišne komunikacije*

Economy and Market  
*Communication Review*



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*Communication Review*

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## **MJERENJE ETIČNOSTI U POSLOVNOM PONAŠANJU BANAKA: DVOJNI PRISTUP**

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**Apstrakt:** Etičnost u poslovnom ponašanju banaka predstavlja kombinaciju politika i praksi kojima se mogu zadovoljiti interesni različitih stakeholdera. Rad proučava poslovnu etiku banaka u Bosni i Hercegovini kroz utvrđivanje razine povjerenja između klijenata i banaka. U ovu svrhu je korišten dvojni pristup mjerjenja primjene opštih principa poslovne etike, principa poštovanja ljudskih prava, prodajnih i principa korištenja i dijeljenja informacija. Cilj rada je istražiti i ocijeniti primjenu principa etičnosti u poslovnom ponašanju banaka, te komparirati stavove različitih grupa ispitanika. Polazi se od hipoteze da ne postoje značajna odstupanja u stavovima klijenata i zaposlenika banaka o primjeni principa bankarske etike pri uspostavljanju i održavanju poslovnog odnosa sa klijentima. Za potrebe rada i primjenom struktuiranog upitnika, provedeno je primarno istraživanje na dva uzorka ispitanika, klijenata i zaposlenika. Prikupljeni podaci su testirani primjenom dvosmjernog statističkog 'z-score' testa. Rezultati upućuju na postojanje značajnih statističkih razlika u stavovima ispitanika iz dva testirana uzorka normalne distribucije. Unapređenje poslovne etike u svrhu usklađivanja zahtjeva klijenata i zaposlenika u BH bankama preporučuje se na dva nivoa razvoja kapaciteta: razvoja sistema generiranja inicijanih ideja od strane prodajnog osoblja koje je sposobno prepoznati potrebe klijenata, te unapređenje sistema CRM u BH bankama.

**Ključne riječi:** poslovna etika, principi etičnosti, banke, klijenti, zaposlenici.

### **UVOD**

Prema ekonomskoj teoriji, osnovni cilj djelovanja privrednih subjekata jeste ostvarenje profita. U novije doba, aktueliziranjem pojma poslovne izvrsnosti, kompanije teže ostvarenju višestrukih ciljeva i rezultata u vidu različitih performansi. Naglasak se, sa ostvarenja isključivo finansijskih rezultata, prebacuje na zadovoljenje interesa kupaca, zaposlenika, dioničara, te društva kao cjeline. Osim

ekonomiske, povezuju se i socijalna i sfera okoliša, te se osim profita podstiče odgovornost i održivost djelovanja kompanija (Edvardsson et al, 2005). Generalno se govori o fenomenu 'korporativne društvene odgovornosti' (eng. Corporation social Responsibility, skr. CSR). Pojam društvene odgovornosti u poslovanju zahtjeva zadovoljenje interesa različitih stakeholdera, kao i uključenje socijalnog koncepta u ekonomsku teoriju gdje se naglasak stavlja na ljudе kao važne faktore ostvarenja profita.

Socijalni koncept poslovanja sve češće je inkorporiran u poslovanje bankarskih institucija. Poslovni odnos banaka i njenih klijenata zasniva se na povezanosti prava klijenata i poslovne bankarske etike. Tako, npr., ukoliko su klijentu na jednostavan način pojašnjeni uslovi prodaje ili je kod klijenta stvoren osjećaj da proizvod ima visoku kvalitetu, banka može dobiti visoku ocjenu u primjeni principa etičnosti u poslovanju. Klijenti, takođe, žele biti tretirani s pristojnošću i poštovanjem. Nepoštovanje prava i zaštite klijenata može dovesti do smanjenja mogućnosti za postizanje većeg finansijskog efekta banaka.

Bankarsko poslovanje jednako nameće potrebu za pozitivnim odnosom između poslovnog upravljanja i zahtjeva klijenata. Klijenti očekuju da razvoj proizvoda i usluga bude usmjeren na zadovoljenje njihovih potreba, te da za iste budu usaglašeni i njihovi stavovi. Od menadžera se zahtijeva uvažavanje mišljena klijenata u svrhu ostvarenja višestrukih ciljeva i poticanja prodaje. Sve ovo nameće potrebu primjene principa iskrene i poštene prakse u poslovnom odnosu banke i klijenta. Stoga je odsustvo etičnosti u poslovnom ponašanju banaka utvrđeno kao osnovna problematika rada.

Cilj rada jeste istražiti i ocijeniti primjenu principa etičnosti u poslovnom ponašanju banaka pri sklapanju i održavanju poslovnog odnosa s klijentima. U tu svrhu je izvršeno formiranje teorije temeljem proučene literature iz sekundarnih izvora, dok je primarno istraživanje provedeno na bazi iskustava klijenata i zaposlenika korištenjem metoda anketiranja. Prikupljeni podaci su obrađeni primjenom dvojnog pristupa mjerjenja i Z score testa. Rad prvo nudi teorijsku osnovu etičnog bankarskog poslovanja i pregled korištene literature. Drugi dio rada prikazuje primjenjenu metodologiju, dok treći dio prezentuje rezultate istraživanja o primjeni principa etičnog ponašanja banaka provedenih u BiH. Četvrti dio rada daje smjernice za unapređenje primjene etičnosti u poslovnom odnosu banaka i klijenata, a u zadnjem dijelu su predstavljena zaključna razmatranja.

## 1. TEORIJSKI KONCEPT ETIČNOG POSLOVNOG PONAŠANJA BANAKA

Poslovna etika podrazumijeva proučavanje odgovarajućih poslovnih politika i prakse, a koje se tiču potencijalno kontraverznih pitanja, kao što su korporativno upravljanje, podmićivanje i korupcija, diskriminacija, društvena odgovornost i dr (Trevino, Nelson, 2011). U zavisnosti od vrste djelatnosti u okviru koje se govorи o poslovnoj etici, zakon može definisati pravila poslovne etike ili ih privredni subjekti sami definišu. Koncept poslovne etike nastao je šezdesetih godina prošlog stoljeća kao odgovor na rastuće društvo bazirano na potrošačima, a zbog kojeg dolazi do rastućih problema vezanih za okoliš, socijalna i druga važna društvena pitanja.

U kontekstu bankarskog poslovanja, autori razvijaju različite teorije pri utvrđivanju primjene principa etičnosti u poslovnom ponašanju banaka. Tako, na primjer, (Lisy et al, 2007) razmatraju finansijske institucije u ekonomskim okvirima, uključujući njihovu društvenu osjetljivost. Oni pojašnjavaju da tržište omogućava najefikasniju raspodjelu proizvodnje i iskorištavanja oskudnih resursa u ekonomskom kontekstu. Profitni motiv tržišnog mehanizma s druge strane, može imati negativne društvene posljedice. (Lisy et al, 2007) smatraju da je tržišni mehanizam 'društveno slijep'. Shodno sličnim stajalištima, aktueliziran je pojам korporativne društvene odgovornosti (eng. Corporate Social Responsibility, skr. CSR). CSR se u bankarskom poslovanju odnosi na inicijative za procjenu i preuzimanje odgovornosti za efekte banke na okoliš i socijalnu dobrobit (Edvardsson et al, 2005). Pojam podrazumijeva napore koji nadilaze regulatorne ili zahtjeve grupe čiji su banke član i prema čijim principima posluju.

Istraživanja (Yeung, 2011) i (Menezes, 2016), su obuhvatila elemente koji određuju ulogu banaka u društvenoj odgovornosti. Koristeći anketno ispitivanje, (Yeung, 2011) istražuje pitanja etičnosti u poslovanju banaka, zaštite prava klijenata, uspostavljanje kanala za žalbe klijenata i preporučuje upravljanje ljudima, kao interne mjere, i upravljanje odgovornošću u svrhu postizanja kredibilnosti kao eksterne mjere jačanja društvene odgovornosti banaka. (Menezes, 2016) razmatra poimanje etičnosti u poslovanju banaka u različitim zemljama. Autor utvrđuje povezanost poslovnih ciljeva banaka i potreba ljudi pri čemu su klijenti, zaposlenici i menadžment ključni za identifikaciju potreba. U okviru etičnog poslovanja u bankama, (Lages, Piercy, 2012) izučavaju osnovne faktore unapređenja usluga za klijente. Oni, kao pokretače unapređenja, vide generiranje inicijanih ideja od strane prodajnog osoblja koje je sposobno prepoznati potrebe kli-

jenata. Na sličan način, (Galijašević, 2016) razmatra sociološku dimenziju bankarskih usluga kao faktore za unapređenje vrijednosti koju one imaju za klijenta, te preporučuje angažovanost banaka u istraživanju tržišta u svrhu identifikacije potreba klijenata.

Za prepoznavanje potreba korisnika bankarskih usluga u novije doba se primjenjuje upravljanje odnosom s klijentom (eng. Customer Relationship Management, eng. CRM), koje čini važan dio eksternog upravljanja. CRM obuhvata prakse, strategije i tehnologije koje banke koriste za upravljanje i analizu svojih korisnika. Karakteriše ga proces usmjeren na prikupljanje podataka o postojećim i novim klijentima i interakcija s istima (Vikram, Anuradha 2015). Cilj CRM-a je da se sa zadržavanjem i poboljšanjem poslovnog odnosa banke i klijenata identificuju i ciljaju profitabilni klijenti (Vikram, Anuradha 2015).

Bankarska etičnost proučava se i u kontekstu odgovornosti prema zaposlenicima i povratnih rezultata koji se u tom smislu mogu generisati. (bloemer et al, 2006) povezuju odnos prema zaposlenicima sa njihovom lojalnošću. Slično, (Bhutto et al, 2012) utvrđuju vezu između organizacijske klime u bankama i zadovoljstva zaposleika. (Palomino, Martinez, 2011) razmatraju upravljanje ljudskim resursima u okviru bankarskog sistema u Španiji. Oni dolaze do zaključka da se osnovni uticaj na etično ponašanje zaposlenih ostvaruje kroz praktične treninge zaposlenika za primjenu principa etičnog poslovnog ponašanja.

Osim upravljanja odnosom s klijentom i zaposlenicima, etičnost se razmatra i u kontekstu internog upravljanja i donošenja važnih poslovnih odluka na nivou upravljačkih struktura banke. U zadnjem se desetljeću unutrašnje politike banaka, i iz njih proizašle moralne vrijednosti, povezuju sa nastankom finansijske krize, te načina za jačanje principa etičnosti u bankarstvu. Autorice (Figurek, Vujnović-Gligorić, 2011), proučavaju unutrašnje politike banaka zasnovane na politici kamatnih stopa, te utvrđuju da je njihov enorman rast uzrokom ekonomske krize i posljedično, pada poslovnog morala banaka. Poštenje, brižnost i tačnost su tri ključne vrijednosti na bazi kojih (Graafland, Van De Ven, 2011) analiziraju poslovno ponašanje banaka koje je dovelo do krize, te utvrđuju da se u nekim slučajevima banke nisu ponašale u skladu sa normama moralne odgovornosti i etičnog poslovanja. U svom radu o etičnom bankarstvu u Turskoj, (Icket al. 2011), izučavaju povezanost korporativne reputacije banke i njenih finansijskih performansi. Oni utvrđuju da između dvije varijable ne postoji kauzalna veza ali, da finansijske performanse mogu unaprijediti reputaciju banke koja predstavlja ocjenu najcjenjenih kompanija.

Analiza literature različitih autora upućuje na etičnost u poslovnom ponašanju banaka kao na kombinaciju politika i praksi kojima se mogu zadovoljiti interesi i potrebe različitih stakeholdera. Poslovna bankarska etika nadilazi okvir prema kojem se etično poslovanje smatra isključivo moralnim kodom ispravnog i pogrešnog. Ona teži pomiriti ono šta banke trebaju uraditi s legalnog stajališta kako bi zadržale svoju konkurentsku prednost. U kontekstu poslovnog odnosa s klijentom, poslovna etika osigurava postojanje određene potrebne razine povjerenja između klijenata i banaka.

## 2. PRIMJENJENA METODOLOGIJA

Za potrebe ovog rada, u mjesecu oktobru 2017. godine provedena su primarna istraživanja na dva slučajna uzorka ispitanika, klijenata i zaposlenika banaka u Bosni i Hercegovini, s ciljem mjerenja etičnosti banaka. Ispitanici su ocjenjivali primjenu principa etičnosti pri uspostavljanju i održavanju poslovnog odnosa između banaka i klijenata. Online upitnik je obuhvatio 12 pitanja (principa bankarske etike) i distribuiran je putem društvenih mreža. Ispitanici su, na bazi iskustava, odgovarali zaokruživanjem jedne od ponuđenih opcija pri čemu opcije imaju dva osnovna obilježja, 'tačno' i 'netačno'. Prikupljeni podaci obrađeni su primjenom dvosmjernog statističkog 'z-score' testa kojim se provjerava nulta hipoteza,

(H0): Ne postoje odstupanja u stavovima klijenata i zaposlenika o primjeni principa etičnosti u poslovnom ponašanju banaka.

U slučaju odbacivanja nulte, prihvata se alternativna hipoteza,

(Ha): Postoje značajne statističke razlike u stavovima klijenata i zaposlenika o primjeni principa etičnosti u poslovnom ponašanju banaka.

## 3. REZULTATI ISTRAŽIVANJA

### 3.1. Analiza rezultata i struktura uzoraka

U okviru utvrđenog vremenskog intervala od dvije sedmice, na anketu je odgovorilo ukupno 220 ispitanika. Od ukupnog broja ispitanika, njih 78% (171 ispitanik) čini uzorak klijenata dok 22% (49 ispitanika) čini uzorak zaposlenika. Uzorkovanje je izvršeno na bazi populacija koje su normalno raspoređene. Zbog uporedivosti (za potrebe testa) vrijednost udjela svakog uzorka u ukupnom broju ispitanika je izjednačena sa 100%. Nakon toga, za svako pitanje (princip etič-

nosti) u upitniku utvrđena je struktura svakog od uzoraka pojedinačno, i to na bazi dodijeljenih obilježja kao mogućih odgovora. Pregled i struktura uzorka je prikazana u Tabeli 1.

**Tabela 1:** Struktura uzorka anketiranih klijenata i zaposlenika prema obilježjima

Da li banka primjenjuje princip?	Klijenti u %		Zaposlenici u %	
	Tačno	Netačno	Tačno	Netačno
Objektivnosti i nepristrasnosti	77	23	73	27
Poštovanja ugovorenih obaveza	89	11	96	4
Nediskriminacije klijenata	85	15	83	17
Poštovanja privatnosti klijenata	82	18	91	9
Tajnosti podataka	84	16	98	2
Uvažavanja nivoa stručnosti klijenata	63	37	83	17
Redovne identifikacije i provjere klijenta	82	18	100	0
Uvažavanja emocionalne dimenzije koju proizvod ima za klijenta	63	37	76	24
Uvažavanja funkcionalne dimenzije koju proizvod ima za klijenta	58	42	71	29
Postizanja najveće cijene pri prodaji	63	37	23	77
Postizanja prodaje, bez obzira na dimenzije proizvoda za klijenta	73	27	38	62
Odsustva korupcije i podmićivanja	94	6	96	4

**Izvor:** Obrada autora na bazi primarnih istraživanja

Obrađeni rezultati pokazuju da, postoje razlike u stavovima ispitanika o primjeni principa etičnosti u poslovnom ponašanju banaka. U uzorku klijenata, najveća pozitivna saglasnost postignuta je respektivno za principe: odsustva korupcije i podmićivanja, primjene principa poštovanja zakonskih i ugovorenih obaveza iz poslovnog odnosa sa klijentom, te odsustva diskriminacije i poštovanja ljudskih prava. U uzorku zaposlenika, utvrđuje se da su zaposlenici, u najvećem postotku, saglasni oko, respektivno: primjene principa tajnosti podataka iz poslovnog odnosa sa klijentom, primjene procedure redovne identifikacije i provjere klijenta, te odsustva koruptivnih aktivnosti i podmićivanja. Generalno, ispitanici iz različitih uzoraka u najvećem procentu saglasni su oko primjene principa zaštite ljudskih prava i odsustva koruptivnih aktivnosti. Rezultati su bazirani na kvantitativnoj analizi bez utvrđivanja statističke značajnosti.

### 3.2. Testiranje hipoteze

Provjera nulte hipoteze podrazumijeva utvrđivanje statističkih razlika u proporcijama iz uzorka. U ovu svrhu je korišten dvosmjerni z-score test uz dva nezavisna slučajna uzorka (uzorak klijenata i uzorak zaposlenika). Pregled testiranih rezultata sa pripadajućim z-score vrijednostima, vjerovatnoćama i utvrđenim proporcijama uzorka, prikazan je u Tabeli 2.

**Tabela 2:** Rezultati z-score testa - utvrđivanje statističkih razlika u proporcijama iz uzorka

Principi	Z vrijednost	P (vjerovatnoća)	Scf	Proporcija 1	Proporcija 2
Primjena objektivnosti	0,4530	0,6527	N	0,7660	0,7350
Poštovanje ugovorenih obaveza	-1,3869	0,1645	N	0,7350	0,9570
Nediskriminacija klijenata	0,3190	0,7490	N	0,8520	0,8330
Poštovanje privatnosti klijenata	-2,2918	0,0220	Z	0,8240	0,9570
Primjena tajnosti podataka	-2,4205	0,0155	Z	0,8470	0,9790
Uvažavanje nivoa stručnosti klijenata	-2,4960	0,0124	Z	0,6320	0,8260
Redovna identifikacija i provjera klijenta	-2,9621	0,00308.	Z	0,8250	1,0000
Uvažavanje emocionalne dimenzije proizvoda pri prodaji	-1,6082	0,1074	N	0,6320	0,7550
Uvažavanje funkcionalne dimenzije proizvoda	-1,5465	0,1211	N	0,5850	0,7110
Postizanje najveće cijene pri prodaji	4,7852	0,0000	Z	0,6270	0,2340
Postizanje prodaje bez obzira na dimenzije proizvoda za klijenta	4,4934	0,0000	Z	0,7260	0,3750
Odsustvo korupcije i podmićivanja	-0,4240	0,6745	N	0,9420	0,9570

**Izvor:** Obrada autora u programu za statističku obradu podataka

Uz populacije koje imaju normalnu distribuciju i interval povjerenja od 95%, identifikovane su kritične vrijednosti testa od 1,96 i -1,96 (Uf, 2002). Shodno tome, za z-score  $<-1,96$  ili  $>1,96$ , odbacuje se nulta ( $H_0$ ) i prihvata alternativna, ( $H_a$ ) hipoteza. Uvidom u rezultate testa, utvrđuje se da je za polovinu testiranih slučajeva primjene principa etičnog ponašanja banaka iz poslovnog odnosa sa klijentima, z vrijednost bila van okvira kritičnih vrijednosti. Stavovi klijenata i zaposlenika pokazuju značajne statističke razlike kod testiranja primjene sljedećih principa: poštovanje privatnosti klijenata, tajnosti podataka, uvažavanje

nivoa stručnosti klijenata i redovne identifikacija i provjere klijenta. Testiranjem proporcija posmatranih uzoraka 'klijenata' i 'zaposlenika' kod ovih principa, utvrđuje se da je, pri pozitivnoj ocjeni etičnog ponašanja banaka, značajno manja vrijednost proporcije uzorka klijenata, te da utvrđeno odstupanje ima statističku značajnost. Odstupanja u stavovima iz dva uzorka utvrđena su i kod primjene principa postizanja najveće cijene pri prodaji, te ostvarenja prodaje bez obzira na dimenzije proizvoda za klijenta. U ovim slučajevima, pozitivan odgovor u testiranju ovih principa u suprotnosti je sa primjenom etičnog poslovnog ponašanja banaka. Shodno tome, izračunate vrijednosti proporcija u navedenim slučajevima imaju veće vrijednosti za uzorak 'klijenti', a odstupanje učešća pozitivnih ili negativnih ocjena o primjeni etičnosti ima statističku značajnost.

Testiranjem ostalih principa etičnog poslovnog ponašanja banaka, utvrđeno je da stavovi klijenata i zaposlenika statistički značajno ne odstupaju, bez obzira da li obilježja imaju oznaku 'tačno' ili 'netačno'. Predpostavka prihvatanja nulte hipoteze ( $H_0$ ) je vrijednost z-testa u okviru kritičnih vrijednosti za sve testirane principe. Shodno postavci, provjeravana nulta hipoteza se zbog vrijednosti z-testa odbacuje i prihvata alternativna. Implicitno, može se tvrditi da postoje odstupanja u stavovima klijenata i zaposlenika o primjeni principa etičnog poslovnog ponašanja banaka u poslovnom odnosu s klijentima.

#### **4. SMJERNICE ZA UNAPREĐENJE POSLOVNOG ODNOSA BANKE I KLIJENTA**

Istraženi rezultati sugerisu potrebu unapređenja poslovne etike sa klijentima. Isti predpostavljaju veću ujednačenost u mjerenu stepena primjene principa etičnosti u ponašanju banaka od strane različitih grupa ispitanika. Za postizanje ovog cilja neophodno je unaprijediti sisteme procjene kapaciteta banaka za procjenu poslovne etike. Predlažu se dvije osnovne mjere:

1. Unapređenje upravljanja odnosom s klijentima podrazumijeva unapređenje procedura komunikacije, kanala komunikacije i tehnologija za komunikaciju s klijentima. Jednostavnost procedura, pristupačna i razumljiva terminologija, te pristupačne prodajne prakse su u fokusu razvoja principa etičnosti pri uspostavljanju i održavanju poslovnog odnosa između banaka i klijenata. Uvažavanje mišljenja ispitanika o njihovim potrebama je osnov unapređenja i može omogućiti povezivanje poslovne etike sa vrijednošću banke.
2. Unapređenje upravljanja zaposlenicima obuhvata dvije mjere. Prva mjeru

predpostavlja kontinuirane sisteme treninga o primjeni etičnosti poslovnog ponašanja zaposlenika u bankama. Fokus ove mjere je na primjeni opštih principa poslovne etike, te principa prodaje, pri čemu je potrebno uvažiti različite dimenzije i vrijednosti koje proizvodi imaju za klijenta i s tog stanovišta pristupiti njihovom kreiranju.

Druga mjera proizilazi iz sposobnosti zaposlenika za procjenu potreba klijenata. U ovu svrhu neophodno je izgraditi i uspostaviti sisteme za prikupljanje inicijalnih ideja generiranih u direktnom kontaktu sa klijentima. Prodajno osoblje mora biti ospozobljeno pristupiti i prepoznati potrebe klijenata, te iste pretvoriti u pogodne prilike za razvoj poslovne etike banaka. Fokus u ovom slučaju jeste na principima prodaje i dijeljenja informacija sa klijentom.

## ZAKLJUČAK

Mjerenje etičnosti u poslovnom ponašanju banaka u Bosni i Hercegovini vrši se s ciljem utvrđivanja primjene principa poslovne etike pri sklapanju i održavanju poslovnog odnosa između banaka i klijenata. Istraživanja provedena na dva uzorka ispitanika, uzorku klijenata i uzorku zaposlenika, pokazala su da postoje odstupanja u ocjenama ispitanika iz različitih uzoraka o primjeni principa etičnosti ubankama. Analizom rezultata za primjenu ukupno 12 principa, utvrđeno je da su najveća odstupanja u stavovima zaposlenika i klijenata zabilježena za primjenu principa prodaje i upravljanja informacijama. Dok 80% zaposlenika smatra da banke primjenjuju princip uvažavanja stručnosti klijenata pri dijeljenju informacija, udio klijenata koji primjenjuju ovog principa ocjenjuju pozitivno je 60%. Suprotno, 73% klijenata smatraju da banke primjenjuju princip prodaje bez uvažavanja svih dimezija koje su bitne za klijenta, udio zaposlenika koji dijeli isti stav je samo 38%. Testiranje utvrđenih razlika preko statističkog 'z-testa' i dobijene z-vrijednosti od  $-2,49$  i  $4,49$  koje, u 95%-tnom intervalu povjerenja, prelaze okvire kritičnih vrijednosti ( $<-1,96$  i  $> 1,96$ ), pokazuju postojanje statističke značajnosti utvrđenih razlika.

Odstupanja u mišljenjima klijenata i zaposlenika koje imaju statističku značajnost utvrđena su za ukupno 6 principa dok razlike kod primjene preostalih 6 principa etičnosti poslovnog odnosa banaka i klijenata nemaju statističku značajnost. Time je odbačena nulta predpostavka nepostojanja odstupanja u stavovima zaposlenika i klijenata o primjeni principa etičnosti u poslovnom ponašanju banaka pri sklapanju i održavanju poslovnog odnosa s klijentima i prihvaćena alternativna o postojanj razlika u stavovima ispitanika za testirane uzorke. Rezul-

tati sugerisu mjere za unapređenje poslovne etike direktno povezane sa eksternim upravljanjem u bankama. Mjere se odnose na razvoj sistema generisanja ideja proizašlih iz prepoznavanja potreba klijenata od strane prodajnog osoblja. Predušlov realizacije jeste unaprijeđen sistem komunikacije i pristupa klijentu kroz treninge zaposlenika za razvoj poslovne etike banaka.

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# MEASUREMENT OF ETHICS IN BUSINESS CONDUCT OF BANKS: DOUBLE APPROACH

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**Abstract:** The ethics in bank's business is a combination of policies and practices that can be used to satisfy the interests of different stakeholders. The paper analyzes the banks' business ethics in Bosnia and Herzegovina by identifying the level of trust between clients and banks. For the purpose, we used a dual approach measuring the application of general bank's ethics principles, principles of respect for human rights, sales and principles of using and sharing information. The aim of the paper is to examine and evaluate the application of the principle of bank's business ethics and to compare the attitudes of different groups of respondents. We begins with the hypothesis that there are no significant differences in the attitudes of clients and bank employees on the application of the banking ethics principles in establishing and maintaining business relationships with clients. For the purpose and using structured questionnaire, we conducted primary research on two samples of respondents, clients and employees. The collected data were tested using a two-tailed 'z-score' test. The results indicate the significant statistical differences in the attitudes of testing two normally distributed samples. Promotion of business ethics in order to align client and employee requirements in B&H banks is recommended for two levels of capacity development: the development a system for generating initial ideas by sales staff capable to recognize client needs and improving the CRM system in B&H banks.

**Key words:** business ethics, principles of ethics, banks, clients, employees.

## **PERSPEKTIVE MOBILNOG BANKARSTVA U SRBIJI**

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**Apstrakt:** *U okviru elektronskog bankarstva poslednje decenije se razvija mobilno bankarstvo kao deo usluga koje banke nude klijentima preko korišćenja najsvremenijih mobilnih telefona i tablet uredaja. Ovaj vid bankarskih usluga ima pozitivne osobine elektronskog bankarstva koje omogućavaju da klijenti koriste ove usluge banaka bilo gde da se nalaze, u svako doba dana, u pokretu. Pored brojnih prednosti mobilno bankarstvo ima i negativne strane, počevši od nedovoljne informisanosti, do nepoverenja dela klijenata. Uporedno sa razvojem mobilnih uredaja, prvenstveno tzv. pametnih mobilnih telefona i tableta, mobilno bankarstvo je dobilo uzlet i poslednjih godina se u velikoj meri razvija. Da bi se ovakav sistem poslovanja uspešno realizovao neophodna je tehničko-tehnološka opremljenost banaka, trgovinskih preduzeća, državnih institucija, kao i stanovništva. Takođe, neophodno je postojanje interneta, informatička pismenost, kultura ponašanja i poznavanje sistema elektronskog plaćanja privrednih organizacija i stanovništva u R. Srbiji. Predmet istraživanja ovog rada je mobilno bankarstvo kao i perspektive mobilnog bankarstva u Srbiji. Cilj rada je utvrđivanja koliko stanovništvo R. Srbije koristi usluge mobilnog bankarstva.*

**Ključne reči:** elektronsko bankarstvo, mobilna trgovina, mobilno bankarstvo, SMS bankarstvo

**Jel klasifikacija:** H 10, M 38

### **UVOD**

Elektronsko poslovanje podrazumeva izvršenje poslovnih procesa uz primenu elektronskih tehnologija. Elektronska tehnologija podrazumeva kombinovanu upotrebu informacionih tehnologija i telekomunikacija [Vuksanović, 2006: 1]. Savremene elektronske tehnologije omogućavaju slanje ogromnog broja informacija, na velike daljine u kratkom vremenskom periodu. Na taj način kompanije ostvaruju uštede u troškovima poslovanja, efikasnije obavljaju svoje zadatke i obezbeđuju bolju poziciju na tržištu u odnosu na konkurente. Pod uticajem pri-

mene elektronske trgovine dolazi do reorganizacije skoro svih delatnosti pa tako danas imamo elektronsku trgovinu, elektronsku upravu, elektronsko bankarstvo itd. Pojava sve sofisticirajih informacionih i komunikacionih tehnologija, a naročito interneta, uslovila je nastanak takozvanog elektronskog bankarstva. **Često se elektronsko bankarstvo** poistovećuje sa internet ili web bankarstvom što je pogrešno jer je elektronsko bankarstvo širi pojam i obuhvata i druge načine izvođenja bankarskih transakcija digitalnim računarskim putem koje ne moraju biti bazirane na internet tehnologiji. Značaj elektronskog bankarstva se ogleda u tome što omogućava uštede u poslovanju i razvoj masovnih usluga prilagođenih specifičnim potrebama korisnika, a sa druge strane bankama pruža mogućnost pridobijanja novih klijenata.

Nastanak elektronskog bankarstva, kao savremenog načina obavljanja bankarskih poslova, u velikoj meri je uslovljeno različitim faktorima. Pre svega, osnovni razlog zbog kojeg banke ulažu novac i uvode nove tehnologije u svoje poslovanje jeste želja za ostvarenjem konkurenčne prednosti i veće efikasnosti u cilju generisanja većeg profita. Razvoj domicilne strukture finansijskih institucija sve više je usmeren ka poslovnom bankarstvu i finansijskom tržištu. Faktori koji su izazvali strukturne promene u bankarstvu su [Vunjak, Kovačević, 2006: 262]:

- Nova tehnologija,
- Cenovna konkurenčija,
- Rast profitabilnosti,
- Promene u zahtevima klijenata,
- Promene u međunarodnoj regulativi.

Visok stepen razvoja informacione tehnologije i dostupnost visokostručnih kadrova, kao i deregulacija bankarskih i finansijskih tržišta, doprineli su ostvarivanju čitavog niza ciljeva, koje su banke težile da ostvare elektronskim bankarstvom. Povećanje baze korisnika je jedan od značajnijih ciljeva koji su banke uspele da ostvare implementacijom elektronskog bankarstva. Tako je povećan kvalitet svih usluga koje nudi banka. Klijenti više ne moraju da čekaju duge redove u banci, elektronskim putem se transakcije obavljaju brže i jednostavnije. Izbegnuto je, u velikoj meri i otvaranje filijala, kojima se nekad usluga približavala kupcu. Elektronskim bankarstvom se ostvaruje i veća udobnost potrošača i smanjuje se rizik od finansijskih gubitaka, jer omogućava banci da čuva sve detaljne zapise o izvršenim transakcijama. Elektronsko bankarstvo omogućava banci da smanji veliki deo svojih operativnih troškova, pre svega transakcione troškove, a da uveća dobit. Ta dobit može biti finansijska i nefinansijska [Uroš, 2008:139]. Finansijsku dobit banka ostvaruje povećanjem broja klijenata i transakcija i po-

rastom ukupnih provizija, dok nefinansijska dobit predstavlja povećanje morala zaposlenih.

## PREDMET, CILJ I METODE ISTRAŽIVANJA

Predmet ovog rada je analiza sadašnje primene informacionih tehnologija u bankarstvu i razvoj internet bankarstva, mogućnosti dalje primene i potencijalna unapređenja. Povećanje obima elektronskog bankarstva u odnosu na klasično bankarstvo na svetskom nivou i razvoj elektronskog bankarstva na bankarskom tržištu u Srbiji kao i mobilnog bankarstva kroz komparativnu analizu više segmenta tog tržišta sa ciljem smanjenja uticaja negativnih faktora društva.

Automatizacija bankarskog sektora dovodi do bankarskih inovacija u poslovanju, odnosno omogućuje se širok asortiman novih proizvoda i usluga koji su dostupni klijentima savremenih banaka. Glavna hipoteza rada: Mobilno bankarstvo u okviru elektronskog poslovanja predstavlja širok spektar poslova zasnovanih na informatičko-komunikacijskim tehnikama koji omogućava najefikasniji sistem bankarskog odnosa sa klijentima.

U skladu sa ciljem istraživanja korišćene su različite metode kako bi se zadovoljili osnovni metodološki zahtevi kao što su objektivnost, pouzdanost, opštost i sistematičnost. U istraživanju koristimo metod deskripcije, definicije, klasifikacije, istorijski, dijalektičko jedinstvo apstrakcije i konkretizacije, specijalizacije, statistički kao opšte naučne metode. Od pojedinačnih ili tehničkih metoda koristimo metod anketiranja. U prikupljanju podataka služimo se analizom sadržaja kojom su istraživana naučno-teorijska saznanja, relevantna literatura i savremena poslovna praksa, materijali sa interneta bili su važan izvor informacija. Rad je koncipiran tako da opiše elektronsko bankarstvo i ukaže na njegove prednosti i nedostatke kao i mobilno bankarstvo i njegove perspektive.

## POJAM MOBILNE TRGOVINE

Pod mobilnom trgovinom se podrazumeva svaka transakcija novčane vrednosti koja je realizovana preko mobilne telekomunikacione mreže. Drugim rečima, mobilno trgovanje se odnosi na upotrebu bežičnih digitalnih uređaja u cilju obavljanja transakcija na internetu [Milosavljević, Mišković, 2011: 10]. Razvojem bežičnih uređaja i komunikacija, mobilna trgovina uzima primat u elektronskom poslovanju. Mobilna trgovina može obuhvatati sve transakcije koje spadaju u elektronsku trgovinu, bilo da pripadaju B2B ili B2C segmentu. Predviđanja su

da ovaj vid elektronske trgovine može postati dominantan imajući u vidu obim upotrebe mobilnog telefona<sup>1</sup>. Nakon uspostave konekcije, mobilni potrošač može da obavi više različitih transakcija, kao što su trgovina akcijama, poređenje cena, bankarske transakcije, rezervacije putovanja itd. Postoje mnoge vrednosti od primene mobilne trgovine u odnosu na klasične sisteme elektronske trgovine. Međutim, ta primena ima i izvesne nedostatake koji moraju biti otklonjeni. Najbitniji nedostaci se odnose na identitet korisnika, sigurnost i privatnost [Stankić, 2008: 38]. Da bi se ovaj vid trgovine dalje razvijao neminovan je dalji napredak tehnologije za mobilne komunikacije. Sve servise mobilne elektronske trgovine možemo podeliti na [Stankić, 2008: 39]:

- bankarske usluge,
- berzanske usluge,
- online trgovina i
- servise sadržaja (vesti, vreme).

Može se identifikovati više generatora budućeg razvoja mobilne trgovine [Stankić, 2008: 39]:

- masovno tržište mobilne telefonije,
- nagli razvoj interneta i elektronske trgovine,
- usavršavanje opreme i uređaja za mobilnu telefoniju,
- novi principi tarifiranja servisa.

Uvezši u obzir vreme u kojem živimo ljudi su naviknuti na sve pogodnosti koje elektronsko doba nosi sa sobom. Jedna od najvažnijih sposobnosti jeste pristup velikom broju informacija, koje su dostupne u bilo koje vreme i na bilo kom mestu. To je razlog zbog kojeg ne treba zanemariti društvene, ekonomске i konkurenntske prednosti koje su na taj način omogućene.

## Mobilno bankarstvo

Pojavom i sve većom upotrebom mobilnih telefona stvorili su se uslovi da se usluge bankarstva ponude korisnicima jednostavnom upotrebom mobilnog telefona. Ono u suštini predstavlja najnoviji trend u e-bankarstvu, koje pre-vazilazi e-bankarstvo sa računarima povezanim kablovima i primenjuje bežične računarske mreže – priručne računare tipa PDA (*Personal Digital Assistant*) i bežičnu komunikaciju pomoću mobilnih telefona. S obzirom na činjenicu da mobilna telefonija ima 5 milijarde korisnika, sa stalnom tendencijom rasta, da-

1 Na svetskom nivou broj korisnika mobilnih telefona je u 2011. godini iznosio oko 5 milijardi odnosno 67% ukupne svetske populacije.

nas mobilnim telefonom možemo izvršiti različite transakcije, uplate i možemo upravljati bankovnim računom. Veliki korisnici mobilnog bankarstva, kao i internet bankarstva su Skandinavske zemlje i neke azijske zemlje kao što su Koreja, Kina i Japan [Uroš, 2008: 155]. U današnje vreme svedoci smo sve veće pojave mobilnih korisnika kao i sve naprednijih mobilnih telefona. S obzirom na to, korišćenje usluga putem mobilnog telefona postaje sve prihvatljivije i nameće se kao standard na današnjem tržištu. Broj mobilnih usluga s vremenom postaje sve veći, a njihove mogućnosti neograničene. Mobilno bankarstvo pruža sve usluge kao i internet bankarstvo. Korisnicima je omogućeno da pomoći mobilnog telefona mogu da pristupe svojoj finansijskoj instituciji i izvršiti željene transakcije. Usluga je namenjena kako običnim tako i poslovnim korisnicima. Usluga mobilnog bankarstva omogućuje jednostavno i praktično korišćenje bankarskih usluga bilo kada i bilo gde.

Bankarstvo preko internetu je odavno prihvaćeno u celom svetu, kao jedan od najefikasnijih načina poslovanja. Trend novijeg datuma u elektronskom bankarstvu je tzv. mobilno bankarstvo. Da bi klijent banke mogao na pravi način da upravlja sredstvima potrebna je tačna informacija o stanju njegovog računa u banci. Tradicionalni način pribavljanja ovakve informacije podrazumeva odlazak do šaltera banke, za šta je potrebno vreme kao i novac. Rešenje za prevaziđenje prostornog i vremenskog ograničenja je upravo mobilni telefon. Finansijske institucije u savremenom poslovanju imaju mogućnost da ponude bankarske, brokerske, usluge osiguranja preko mobilnih telefona. Na taj način one povećavaju lojalnost svojih klijenata kao i produktivnost zaposlenih.

Uslov za ponudu usluga mobilnog bankarstva su nešto složeniji mobilni uređaji novijih generacija tzv. pametni telefoni. Očigledno je da je bežični pristup bankarskim poslovima pravac daljeg razvoja bankarstva. Putem mobilnog bankarstva moguće je ostvariti sledeće zahteve [Stankić, 2008: 56]:

- prva grupa zahteva tiče se servisa periodičnog ili obaveštenja klijenata po zahtevu. Sadržaj poruke se najčešće odnosi na stanje na tekućem ili žiro računu, na informaciju o novim uslugama, servisima ili pogodnostima u nekoj banci ili sadrži informaciju o klijentima;
- druga grupa zahteva omogućava slanje interaktivnih upita banci ili izvršavanje transakcija.

Mobilno bankarstvo omogućava izvršavanje transakcija putem prenosnih računara i pametnih telefona, s obzirom na činjenicu da svi noviji mobilni telefoni imaju pristup internetu, to znači da korisnik može pristupiti svom računu pomoći

mobilnog telefona i izvršiti potrebne transakcije. Mobilno bankarstvo će doživeti veći rast i od internet bankarstva u narednih tri do pet godina, s obzirom na to da broj korisnika mobilnih telefona daleko prevazilazi broj korisnika interneta. Recimo, ukupan broj korisnika mobilne telefonije na kraju 2012. godine u Srbiji iznosio je 9.137.890 [<http://pod2.stat.gov.rs/ObjavljenePublikacije/G2015/pdf/G20156007.pdf>, pristupljeno dana: 05.06.2017.]. Da bi u potpunosti iskoristile prednosti mobilnog poslovanja, finansijske institucije moraju dublje razumeti ključne strategije i tehnologije mobilnog tržišta.

Prihvatajući ovakav način rada i poslova, finansijske institucije utiču na povećanje lojalnosti klijenata tako što im se pruža mogućnost za praćenje životnog stila korisnika i sl. Zahvaljujući tome finansijske institucije mogu postati lideri na tržištu, potrebno je samo izbeći sličnost sa ostalima i ponuditi drugačije usluge ali i razviti neke nove i naprednije servise, koji se ne mogu naći na tržištu. Obezbeđivanje inovativnih servisa je značajna šansa za finansijske institucije. Personalizacija je ključ za lojalnost klijenata. Maksimiziranje koristi od jedan–na–jedan prirode pametnih uređaja je ključ za uspeh finansijskih institucija koje žele da uspostave jake veze sa klijentima koji ne zavise od lokacije. Veliki broj finansijskih institucija fokusira svoju mobilnu strategiju isključivo na zadovoljenje potreba svojih klijenata. I sami zaposleni mogu imati koristi od mobilnih servisa što dovodi do povećanja produktivnosti i efikasnosti rada. Na primer, kada investiciona banka vrši istraživanja ona može imati dodatne koristi ako najnovije informacije distribuira do svojih zaposlenih u trenutku njihovog nastojanja.

Mobilno bankarstvo najšire posmatrano sadrži u sebi tri vrste usluga: mobilno računovodstvo, mobilne brokerske usluge, i mobilne finansijske informacije. Kod mobilnog poslovanja identificuju se sledeće oblasti poslovanja: mobilne poslovne komunikacije, mobilna trgovina, i mobilna plaćanja. Mobilna trgovina za osnovu ima mobilne finansijske usluge, koje uključuju mobilno plaćanje i mobilno bankarstvo. Nove tehnologije stvaraju nove virtuelne kanale za prodaju i isporuku finansijskih servisa<sup>2</sup>. Prilikom izlaska na mobilno tržište banka mora da utvrdi najoptimalniji scenario. Kada to učini banka mora da izvuče maksimum koristi iz njega tako što će razviti potrebnu tehnologiju i ispitati kakve su potrebe tržišta. Banka mora da identifikuje bitnije partnere koje imaju slične ciljeve sa ciljevima banke i uspostavi saradnju sa njima. Takođe, potrebno je da ponudi pravi set usluga na pravom tržištu što može značajno da utiče na povećanje ključnih kompetencija institucije. Na svakom segmentu tržišta treba ispitati koji su pravi

2 Mobilni virtuelni kanali čak više poboljšavaju tradicionalne bankarske usluge od internet kanala.

a koji potencijalni klijenti i kakve su njihove potrebe. Potrebno je svim zaposlenim omogućiti lak pristup informacijama o postojećim klijentima. Informacije o klijentima banke uglavnom se nalaze na više mesta i nalaze se u više različitih sistema. Banka mora pažljivo planirati investiranje u skladu sa svojom opštom strategijom poslovanja

### **Prednosti i nedostaci mobilnog bankarstva**

Korišćenje mobilnog telefona za obavljanje različitih bankarskih transakcija danas predstavlja najsavremeniji, ali i najjednostavniji način saradnje sa bankom. Zahvaljujući brojnim prednostima, mobilno bankarstvo nam pruža mogućnost da u bilo koje vreme i sa bilo kog mesta, samo uz pomoć našeg mobilnog telefona, obavimo sva plaćanja, proverimo stanje na računu i koristimo druge usluge banke. Usluga mobilnog bankarstva nam omogućava i pregled kursne liste, dobijanje različitih SMS obaveštenja, kao i kupoprodaju deviza i detaljan pregled informacija o našim platnim i kreditnim karticama. Odlikuju je izuzetna jednostavnost u korišćenju i dostupnost na gotovo svim modelima mobilnih telefona, što nam pruža izuzetnu fleksibilnost.

Prednosti korишćenja mobilnih uređaja pri obavljanju bankarskih transakcija od strane korisnika su [Vasković, 2007: 338]:

- Lična nezavisnost,
- Kontrola od strane korisnika,
- Preko mobilnog telefona se dolazi do seta usluga koje su prilagođene korisniku,
- Lako za korišćenje,
- Spremno za upotrebu za nekoliko sekundi,
- Jednostavno korišćenje,
- Razumljiv korisnički servis,
- Mobilnost - transakcije je moguće obaviti sa bilo kog mesta u svetu,
- Sposobnost komunikacije bilo gde i bilo kada,
- Korisnici mogu nositi svoj uređaj svuda sa sobom,
- Platforma za lokalizovane usluge,
- Sigurnost,
- Čuvanje privatnosti,
- Mobilni uređaji podržavaju sigurne aplikacije.

Pored prednosti mobilno bankarstvo ima i neke negativne osobine, poput sledećih:

- plaćanje velikih telefonskih računa mobilnim operaterima,
- nesigurnost kompletiranja inicirane transakcije usled prekida veze,

- povećan broj virusa na mobilnim uređajima stvara nesigurnost,
- nemogućnost otvaranja računa.

Za masovnije korišćenje usluga mobilnog bankarstva u Srbiji neophodno je unaprediti zakonsku regulativu kao i njenu primenu. Za masovnije korišćenje tih usluga potrebno je, pored odgovarajućih propisa, i obuka građana i privrede za korišćenje takvih usluga, ali je takođe neophodno i da se unapredi svest o prednostima korišćenja novih tehnologija, koje štede i vreme i novac.

## PERSPEKTIVE MOBILNOG BANKARSTVA U SRBIJI

Polazeći od brzog razvoja mobilne telefonije u Srbiji ocenjuje se veliki potencijal za razvoj mobilnih bankarskih usluga kod nas. Naime, velika većina postojećih korisnika bankarskih usluga koristi mobilni telefon. Pri tom veći stepen korišćenja mobilnih telefona prisutan<sup>3</sup> je u urbanim u odnosu na ruralne sredine, u razvijenim u odnosu na nerazvijene opštine i regione, kod muškaraca u odnosu na žensku populaciju (70:50), kod mladih (15-29 godina čak 95%) i kod građana sa višim obrazovanjem i višim primanjima. Više od polovine naloga za plaćanje u Srbiji se obavlja elektronskim putem, a broj elektronskih naloga u poslednje četiri godine povećan je za 45%. Pametne mobilne telefone poseduje nešto preko 30% korisnika mobilne telefonije, a oko 70 hiljada koristi usluge mobilnog bankarstva, dve godine od uvođenja na domaćem tržištu [<http://pod2.stat.gov.rs/ObjavljenePublikacije/G2015/pdf/G20156007.pdf>, pristupljeno dana: 05.06.2017.]. S obzirom na to da se usluge mobilnog bankarstva mogu koristiti putem mobilnih telefona koji korisnicima pružaju mogućnost pristupa internetu neophodno je sagledati koliki je broj korisnika interneta i na kom je mestu naša zemlja. Jedno je istraživanje pokazalo da se internet najviše koristi na Islandu a najmanje u Avganistanu. U najmnogoljudnijoj zemlji na svetu, u Kini, internet koristi svega trećina stanovnika. U Srbiji oko 3 miliona stanovnika koristi internet što se može videti iz sledeće tabele:

3 Istraživanje koje je sproveo Republički zavod za statistiku pokazalo je da je u Srbiji preko 5 050 000 lica 2015. godine koristilo mobilni telefon.

**Tabela 1.** Broj internet korisnika

Zemlja	Broj internet korisnika	Udeo u populaciji
Kina	456.238.464	34%
SAD	243.542.822	79%
Island	293.465	95%
Afganistan	1.164.829	4%
Srbija	3.004.042	41%

**Izvor:** <http://pod2.stat.gov.rs/ObjavljenePublikacije/G2015/pdf/G20156007.pdf>, pristupljeno dana: 05.06.2017.

Inače, mobilno bankarstvo u Srbiji je još u povoju. Drugim rečima, mobilno bankarstvo nije zauzelo svoje mesto u bankarskim uslugama u Srbiji imajući u vidu veliki potencijal i uglavnom se svodi na SMS bankarske usluge tj. mobilne kratke poruke. Usluge mobilnog plaćanja (m-pay), bluetooth rešenja plaćanja (bluetooth pay) i mobilni keš (m-cash) bili bi logičan nastavak, međutim još uvek su u povoju.

### **SMS banakarstvo u Srbiji**

SMS bankarstvo je dosta razvijeno u našoj zemlji. Pored uvida u trenutno stanje na računima, klijenti banke mogu da dobiju informacije o ostvarenim transakcijama platnim karticama. Posle svakog podizanja gotovine na bankomatu ili plaćanja karticom u trgovini korisnici kartica dobijaju poruke o izvršenim transakcijama i raspolživim stanjem. Posle izvršene uplate na račun, klijenta sms-om dobija potvrdu o uplati kao i novo raspoloživo stanje. Jednom mesečno klijentima se dostavlja mini izvod koji sadrži podatke o ukupnoj potrošnji u prethodnom mesecu. Korisnici pored finansijskih informacija mogu dobiti još i informaciju o tome da im je, recimo istekla kartica, da im je izdata nova koju mogu preuzeti u određenoj ekspozituri.

Recimo, SMS servis Komercijalne banke fizičkim licima omogućava: [<http://www.kombank.com/sms>, pristupljeno dana: 28.05.2017.]

- informacije o tekućem računu (trenutno stanje, datum i iznos poslednje promene, iznos i rok važenja dozvoljenog prekoračenja),
- informacije o dinarskoj štednji (trenutno stanje i rok oročenja),
- informacije o deviznoj štednji (trenutno stanje za prve četiri valute sa najvećim stanjem i rok oročenja),
- informacije o kreditnim karticama (datum važenja, limit, raspoloživo stanje),

- automatsko obaveštavanje o prilivu na tekući račun kao i račune dinarske i devizne štednje (iznos priliva, datum i vreme),
- automatsko obaveštavanje o odlivu sa tekućeg računa kao i računa dinarske i devizne štednje (iznos isplate, datum i vreme),
- automatsko obaveštavanje o autorizaciji platne kartice (vrsta i skraćeni broj kartice, datum, vreme, iznos i mesto autorizacije),
- automatsko obaveštavanje o realizaciji čeka,
- automatsko obaveštavanje o odbijenom WEV/mBank nalogu,
- automatsko obaveštavanje o isteku važnosti i ukidanju dozvoljenog prekoračenja po tekućem računu,
- automatsko obaveštavanje o preuzimanju reizdatih platnih kartica,
- automatsko obaveštavanje o dospeću oročenja po dinarskoj i deviznoj štednji,
- automatsko obaveštavanje o saldu kredita na dan.

Osim informacija u pravo vreme jedna od prednosti SMS bankarstva koja najviše dolazi do izražaja je kada se desi krađa kreditne kartice, a da korisnik to i ne primeti. Odmah nakon upotrebe ukradene kartice, korisnik dobija SMS koji ga obaveštava da je obavljena transakcija i postaje svestan da mu je kartica ukradena. U takvom slučaju korisnik može da blokira karticu pozivanjem kol centra koji je dostupan 24 sata dnevno.

### **Mbank usluga Komercijalne banke**

Kombank mBank je nova usluga Komercijalne banke koja je uvedena aprila 2012. godine i koja omogućava da preko mobilnog telefona u svakom trenutku i na svakom mestu na brz, jednostavan i potpuno siguran način klijent obavi sve finansijske transakcije. Ovaj servis omogućava [<http://www.kombank.com/mbank>, pristupljeno dana: 29.05.2017.]:

- proveru stanja i prometa po tekućim računima,
- računima dinarske i devizne štednje i platnim karticama,
- obavljanje svih vrsta bezgotovinskih transakcija,
- interni prenos sredstava sa jednog na drugi dinarski,
- devizni ili namenski račun za HOV,
- izmirivanje obaveza po platnim karticama,
- menjačke poslove, kupovinu i prodaju deviza,
- uvid u kursnu listu.

Pre samog početka korišćenja mBank usluge potrebno je ispuniti sledeće uslove:

- mobilni telefon koji podržava J2ME (Java 2 MicroEdition) ili mobilni telefon sa Android OS, BlackBerry OS ili IOS-om,

- slobodnu memoriju na telefonu (zbog instaliranja same aplikacije za korišćenje mBank usluge),
- omogućen pristup internetu sa mobilnog telefona (mBank usluga je dostupna samo i jedino preko interneta).

Kombank mBank servis je jedno od najsavremenijih rešenja ove vrste na bankarskom tržištu. Od brojnih prednosti koje servis pruža korisnicima posebno treba izdvojiti:

- ne postoji vremenska i prostorna ograničenost,
- radi na svim mrežama mobilnih operatera - Telenor, Telekom, VIP (potpuno je nezavisno od mobilnog operatera i mreže koju koristite),
- jednostavna aktivacija i upotreba,
- sigurnost,
- brzina,
- obavljanje transakcija bez provizije.

Nakon ispunjenih uslova pristupa se popunjavanju i potpisivanju pristupnice i ugovora.

## ISTRAŽIVANJE NA TEMU PERSPEKTIVE MOBILNOG BANKARSTVA U SRBIJI

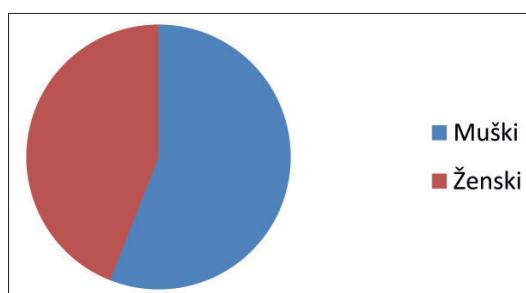
### Rezultati i diskusija

U periodu između 22. i 26. decembra 2016. godine anketom je ispitan 50 osoba na teritoriji opštine Kraljeva i 50 osoba na teritoriji opštine Niša sa ciljem utvrđivanja koliko naših ljudi koristi usluge mobilnog bankarstva. Anketa je bila anonimna i sadržala je niz pitanja sa ponuđenim odgovorima, a zaokruživanjem odgovarajućeg odgovora osoba se opredelila za jedan ili više ponuđenih. U nastavku će biti navedeni podaci iz ankete do kojih se došlo analizom.

1. Vaš pol?

- a) Muški 56%  
b) Ženski 44%

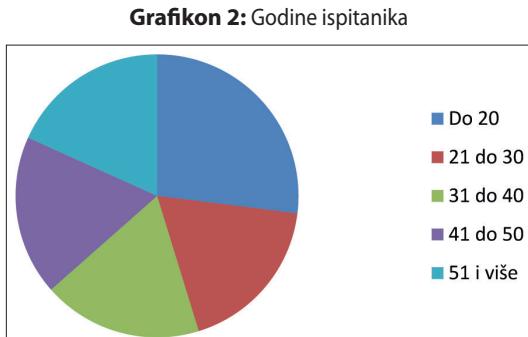
Grafikon 1: Pol ispitanika



Izvor: autori.

*2. Koliko imate godina?*

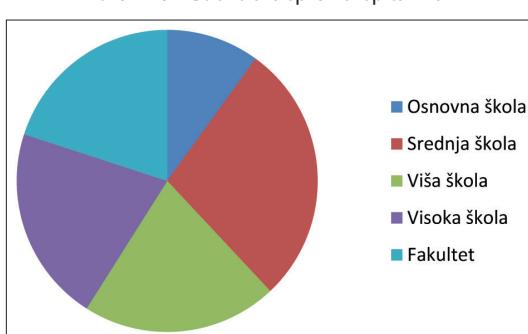
- |                    |     |
|--------------------|-----|
| a) Do 20           | 34% |
| b) 21 do 30 godina | 23% |
| c) 31 do 40 godina | 19% |
| d) 41 do 50 godina | 15% |
| e) 51 i više       | 9%  |



Izvor: autori.

*3. Vaš stepen obrazovanja?*

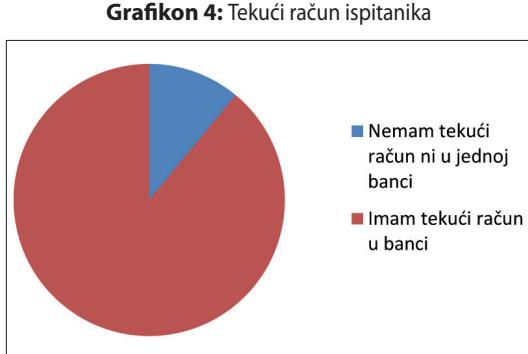
- |                  |     |
|------------------|-----|
| a) Osnovna škola | 10% |
| b) Srednja škola | 28% |
| c) Viša škola    | 21% |
| d) Visoka škola  | 21% |
| e) Fakultet      | 20% |



Izvor: autori.

*4. Da li imate tekući račun u nekoj banci?*

- |   |     |
|---|-----|
| a) Nemam tekući račun ni u jednoj banci | 11% |
| b) Imam tekući račun u banci            | 89% |



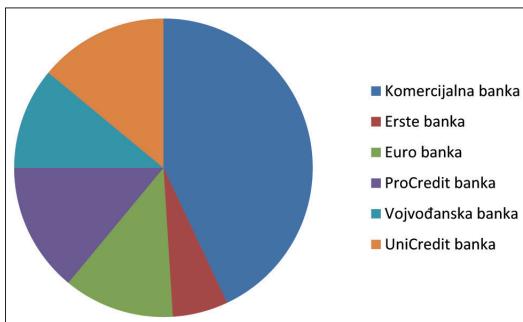
Izvor: autori.

Iz navedenog se vidi da najveći broj ispitanika njih 89% od 100 anketiranih ima tekući račun u nekoj banci. Samo 11% nema tekući račun u nijednoj banci a reč je o osobama mlađim od 20 godina.

*5. U kojoj banci imate tekući račun?*

- a) Komercijalna banka 43%
- b) Erste banka 6%
- c) Eurobanka 12%
- d) ProCredit banka 14%
- e) Vojvodanska banka 11%
- f) UniCredit 14%

**Grafikon 5:** Banka u kojoj ispitanika ima tekući račun



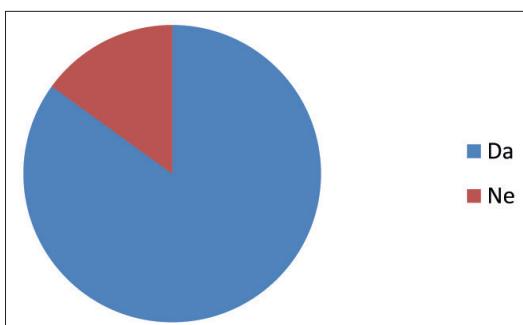
**Izvor:** autori.

Ispostavilo se, na osnovu dobijenih rezultata, da najveći broj ispitanika ima otvoren račun u Komercijalnoj banci 43% ispitanika, na drugom mestu je UniCredit banka i ProCreditEurobanka (po 14% ispitanika). Najnepopularnijom se pokazala Erste banka (6% ispitanika). U Eurobanci tekući račun je imalo 12% ispitanika dok u Vojvodanskoj banci imalo je 11% ispitanika.

*6. Da li imate mobilni telefon koji Vam omogućava pristup internetu?*

- a) Da 85%
- b) Ne 15%

**Grafikon 6:** Broj mobilnih telefona koji korisniku omogućavaju pristup internetu



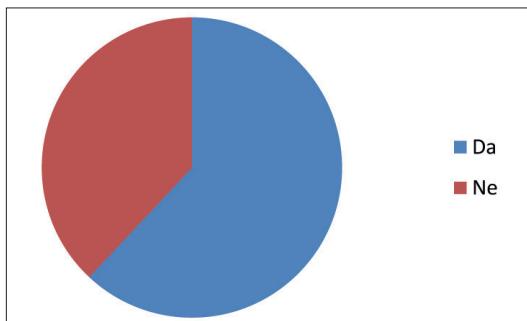
**Izvor:** autori.

85 ispitanika poseduje mobilni telefon koji ima mogućnost pristupa internetu dok njih 15 nemaju mobilni telefon koji bi im pružio mogućnost korišćenja interneta (reč je o osobama starijim od 50. godina).

*7. Da li koristite usluge mobilnog bankarstva?*

- a) Da 62%
- b) Ne 38%

**Grafikon 7:** Broj ispitanika koji koriste/ne koriste usluge mobilnog bankarstva



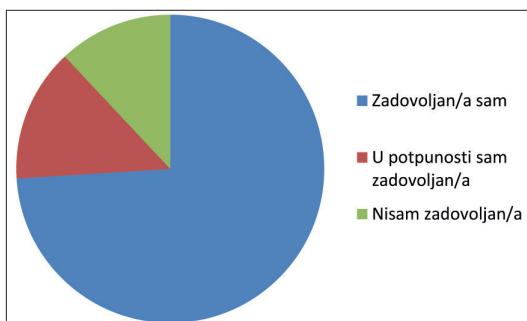
**Izvor:** autori.

Iz priloženog se vidi da 62% ispitanika koristi usluge mobilnog bankarstva a 38% njih ne koristi iste uz obrazloženje da nisu znali za usluge mobilnog bankarstva ili da su ranije čuli za tu uslugu i da nameravaju da je koriste.

*8. Koliko ste zadovoljni uslugama mobilnog bankarstva (ukoliko koristite usluge)?*

- a) Zadovoljan/a sam 74%
- b) U potpunosti sam zadovoljan/a 14%
- c) Nisam zadovoljan/a 12%

**Grafikon 8:** Zadovoljstvo ispitanika uslugama mobilnog bankarstva



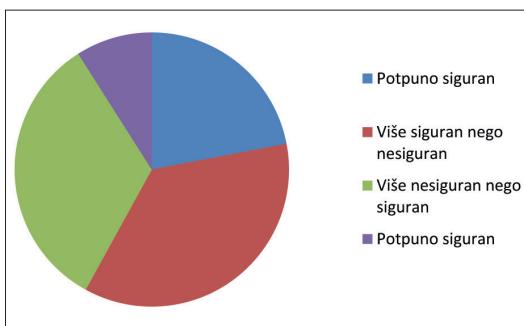
**Izvor:** autori.

74% ispitanika je zadovoljno uslugama mobilnog bankarstva, dok je samo 14% u potpunosti zadovoljno. Ispitanici nisu bili u potpunosti zadovoljni iz razloga što sumnjaju u kvalitet zaštite prilikom korišćenja usluga mobilnog bankarstva. 12% ispitanika je reklo da nije zadovoljno uslugama mobilnog bankarstva.

9. Po Vašem mišljenju, prilikom korišćenja mobilnog bankarstva Vaš novac je?

- a) Potpuno siguran 22%
- b) Više siguran nego nesiguran 36%
- c) Više nesiguran nego siguran 33%
- d) Potpuno nesiguran 9%

Grafikon 9: Mišljenje ispitanika o sigurnosti njihovog novca



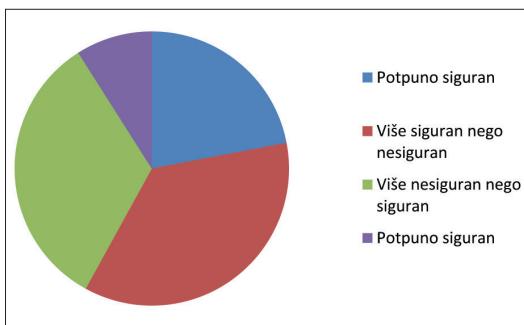
Izvor: autori.

Na pitanje kakav utisak ispitanici imaju kada je reč o sigurnosti novca čija se transakcija vrši prilikom korišćenja usluga mobilnog bankarstva 22% ispitanika je odgovorilo da su u potpunosti sigurni, 36% njih da su više sigurni nego nesigurni a samo 33% da su više nesigurni nego sigurni i 9% da je potpuno nesigurno.

10. Koja od sledećih tvrdnji najbolje opisuje Vaš trenutni stav prema mobilnom bankarstvu?

- a) Nisam znao/la za mobilno bankarstvo ranije – i dalje me ne zanima 7%
- b) Nisam znao/la za mobilno bankarstvo ranije – sad sam vrlo zainteresovan 26%
- c) Nisam znao/la za mobilno bankarstvo ranije – i ne želim da ga koristim 9%
- d) Čuo sam ranije za mobilno bankarstvo – koristiću ga 25%
- e) Koristim usluge mobilnog bankarstva već neko vreme 33%

Grafikon 10: Stav ispitanika prema mobilnom bankarstvu



Izvor: autori.

Mobilno bankarstvo se pokazalo kao potpuno popularna i prigodna usluga s obzirom na to da je 33% ispitanika odgovorilo da koristi ove usluge već neko

vreme, njih 26% da ranije nisu znali za ove usluge i da su zainteresovani za iste. Za usluge mobilnog bankarstva nije znalo 9% ispitanika koji nisu zainteresovani za iste, sa druge strane 26% njih je ranije čulo za mobilno bankarstvo tako da nameravaju da koriste usluge ovog oblika bankarstva. 7% ispitanika je reklo da nije znalo za mobilno bankarstvo i da ga i dalje ne zanima.

*Ukoliko imate neki komentar ili iskustvo vezano za mobilno bankarstvo podelite to sa nama.*

- „Nemam komentar“
- „Nisam u dovoljnoj meri upoznata sa tom uslugom“
- „Odlično rešenje zato što mogu izbegći gužvu u banci“
- „Nisam u potpunosti zadovoljan ovom uslugom jer ponekad dolazi do prekida veze, tako da nisam siguran koliko je i da li je uopšte usluga adekvatno izvršena“.

Četvoro ispitanika je ostavilo svoje komentare, pri čemu su pojedini zadovoljni uslugama mobilnog bankarstva dok drugi izražavaju nepoverenje prema ovakvoj usluzi. Za masovnije korišćenje usluga mobilnog bankarstva u Srbiji neophodno je unaprediti zakonsku regulativu kao i njenu primenu. Za veće korišćenje tih usluga potrebno je, pored odgovarajućih propisa, usavršiti građane i privredu za korišćenje takvih usluga, ali je takođe neophodno i da se unapredi svest o prednostima korišćenja novih tehnologija, koje štede i vreme i novac.

## ZAKLJUČAK

U Srbiji elektronsko bankarstvo je “zaživelo” 2003. godine, ali je jako sporo napredovalo, ukoliko gledamo zemlje iz regionala. Danas je situacija drugačija nego pre 5-6 godina, primećuje se da je e-bankarstvo polako sve zastupljenije, bankomati su postali česta pojava i možemo ih videti na svakom koraku, i ako su kod nas ljudi skeptični i novine posmatraju sa prevelikom dozom otpora, možemo reći da se e-bankarstvo polako i kod nas ustaljuje. U najvećim slučajevima ovu vrstu bankarstva koristimo kako bi “podizali” keš sa svojih računa ili u nekim slučajevima izvršili plaćanja.

Kada pričamo o e-bankarstvu moramo napomenuti i novi vid a to je “mobilno bankarstvo”, omogućuje da korisnici računa imaju u bilo kom trenutku uvid u iste i mogućnost izvršavanja transakcija i to koristeći svoje mobilne telefone i to na bilo kom mestu. Kojom brzinom će se ovaj vid e-bankarstva širiti u našoj zemlji ostaje nam samo da vidimo u budućnosti. U Srbiji ovaj vid bankarskih usluga je veoma oskudan, koristi se tek poslednjih godina, a imajući u vidu broj

korisnika bankarskih usluga, broj korisnika mobilnih uređaja i potencijal razvoja bankarstva ima veliku perspektivu. Za sada „elektronsko i mobilno bankarstvo“ uglavnom koristi samo za osnovne usluge – plaćanje računa i za uvid u stanje na računu.

Mobilno bankarstvo je sa pojавom pametnih telefona i tableta ostvarilo novi uzlet. Kao segment elektronskog bankarstva, mobilno bankarstvo nudi dodatne pogodnosti korisnicima, uključujući veći stepen sigurnosti, nove usluge i viši kvalitet. U razvijenim zemljama se na mobilno bankarstvo gleda kao na izvor dodatne zarade i uslov zadržavanja pozicije banke na tržištu. U zemljama u razvoju se na ovaj vid bankarstva gleda kao na značajnu polugu razvoja, uz mogućnost pružanja usluga banaka i najsiromašnjima. Banke prilikom razvijanja ovakvih usluga treba pažljivo da ispitaju potencijalne korisnike, izvrše njihovu segmentaciju i zajedno sa provajderima mobilne telefonije razviju adekvatne platfome.

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## PERSPECTIVE OF MOBILE BANKING IN SERBIA

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**Abstract:** As part of electronic banking, mobile banking is developing as part of the services that banks offer to customers through the use of state-of-the-art mobile phones and tablet devices. This type of banking services has positive features of electronic banking allowing the customers to use these bank services, wherever they are, at any time of the day while on the move. In addition to numerous advantages, mobile banking has negative part also, starting from insufficient information, to mistrust of clients. Along with the development of mobile devices, primarily, the so-called smart mobile phones and tablets, mobile banking has experienced rapid grow in the past and has been developing greatly in recent years. In order to successfully implement such a system of operations, technical and technological equipment of banks, trading companies, state institutions, as well as the population is necessary. Also, it is necessary to have the existence of the Internet, information literacy, culture of behavior and knowledge of the electronic payment system for economic organizations and population in R. Serbia. The subject of research of this paper is mobile banking as well as the perspective of mobile banking in Serbia. The aim of the paper is to determine how many citizens of the Republic of Serbia use mobile banking services.

**Key words:** electronic banking, mobile commerce, mobile banking, SMS banking

**JEL Classification:** H 10, M 38

## **THE IMPACT OF CHOCOLATE BRAND IMAGE, SATISFACTION, AND VALUE ON BRAND LOYALTY**

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**Abstract:** This paper deals with direct effects of brand image, satisfaction and value on consumer loyalty towards branded chocolates. In the empirical research, a model with these four brand dimensions was established to examine different direct effects - how brand image is related to brand satisfaction and its value, and how brand satisfaction is related to brand value. The research was conducted in Bosnia and Herzegovina and included 432 respondents based on a snowball sample. The results show that the established structural model is factual, enabling the acceptance of set hypotheses. It has also been proven that the brand satisfaction has the greatest impact on brand loyalty. Based on the findings, the paper additionally contains practical recommendations for production to creating a brand of chocolate.

**Keywords:** brand image, brand satisfaction, brand loyalty, chocolate brand, structural equation model.

**JEL Classification:** M31, C38, C12.

### **INTRODUCTION**

The brand theory brings to the focus the relationship between consumers and brand. In recent times, the study of the brand has particularly been studied (Franzen, 1999). A brand is a tool for establishing long-term relations between products and consumers. According to Wood (2000), consumers who accept the brand are willing to pay more for brand's products or services. Having this in mind, companies build brands and long-term relations with consumers (Malar, et al, 2011). The brand is becoming a tool for establishing and maintaining good partnerships with consumers, and thus marketers try to understand the term 'brand'. Wirtz and

Mattila suggest (2003) that consumers receive the information about brands from different and various sources. Consumer experience also influences brand's development. When the consumer has positive feeling towards the product that provides more value than expected, the consumer will convey his / her satisfaction with the brand by spreading word of mouth. Thus, the influence of other consumers on the consumer's opinion should be taken into consideration. Various factors determine the brand. Therefore, it is necessary to research why some products or brands are more accepted and appreciated compared to others, as well as to analyze how individual factors affect consumer's loyalty.

It is crucial in today's competitive market environment to create and maintain a brand. According to Seetharaman et al. (2001), the market value of the brand is a result of the investment in the brand activities. Acceptance of the brand by consumers has always been of high interest to traders and producers. Consumer's relationship with the brand is important for building long-term relationships with consumers through their loyalty. The aim of this study is brand research. The mutual relationship was explored through four brand dimensions. A particular interest of this paper is to study which of these dimensions most affect consumer loyalty. Thus, it is important to discover what the brand's role in consumer's buying behavior is. The focus of this research is associated with consumer's perceiving of branded chocolates and the factors of consumer's satisfaction. Specifically, we paid attention to finding out whether consumers give greater value to branded chocolates compared to non-branded and whether they are loyal when purchasing these chocolates.

In the following section, the theoretical basis of the observed brand's dimensions will be firstly explained, following the proposed conceptual model through the review of the previous research and providing research hypotheses to be analyzed. The methodological concept of the research and the research pattern will be defined and set in the methodology section. Based on the empirical research, the main findings will be presented and established hypothesis will be tested, leading to the discussion on the results. This paper will provide limitations establishing guidelines for further research. Additionally, the most important conclusions from this study will be extracted.

## LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

In order to build a strong product brand name, it is highly important to develop a recognizable image of the product. The brand indicates the main benefits that

the product has to offer to target consumers. Thus, it is necessary to assess how consumers perceive the brand image, the value of the brand and its satisfaction. Due to this information, marketing strategies are developed to make loyal consumers. However, it is difficult to estimate what affects consumer's loyalty behavior. It is all relative and everything affects the acceptance of the brand. Not only is consumer loyalty behavior affected by consumers, but it is also affected by managers and merchants who assess the significance of the brand and by appropriate marketing strategy (Yasin, et al, 2007).

This study develops a conceptual model for understanding consumer-brand relationships and methods how the individual brand dimensions affect loyalty to consumers. Building strong relationships with consumers improves the way which encourages them to accept the brand, their attitudes, and behavior towards the brand. However, consumer motivation to enter long-term relationships with the brand remains ambiguous (Fournier, 1998; Marin and Ruiz, 2007). The construction of these relationships is largely influenced by the information which the customer has before deciding to purchase. Therefore, it arises as important to identify what the factors that influence the relationship between consumers and the brand are and what factors have the greatest impact on the emergence of loyal consumers towards that brand. In order to test the conceptual model, the following dimensions have been applied: brand image, brand satisfaction, the perceived value of the brand and consumer loyalty. These issues can be understood through doing a research on which of the brand dimensions has the greatest impact on the emergence of loyalty on the example of branded chocolate.

## **Brand image**

Brand image can be defined as a subjective, perceptual phenomenon that is reflected in feelings of consumers based on their memory of these products (Keller, 1998; Okada and Reibstein, 1998). Brand image is considered as the reaction of consumers to brand factors that affect their perceptions, whether they are material or non-material factors (Engel, et al, 1993). Aaker (1996) argues that creation of brand image helps companies in improving product competitiveness on the market, strengthens market position and protects the product from the competition. Aaker (1996) highlights brand image as a method in which consumers perceive the name of a product. Bian and Moutinho (2011) complement this definition indicating that brand image refers to an association of the brand in the consumer's memory. Brand image plays a key role in making purchasing decision because consumers' memory of the brand affects whether they will buy that product or not. Brand image is more favorable, more positive attitude towards

the branded product and its attributes (Aghekyan-Simonian, et al., 2012). Its specific role enables consumers to recognize the difference of a product from competing products (Anwar, et al., 2011). Brand image can also serve as a mean of marketing for consumer retention and for consumer's loyalty (Sweeney and Swait, 2008). Wang and Yang (2010) have shown in their research that brand image plays a significant role in explaining the effects of loyalty and intent of buying. They proved that brand image influences the relationship between brand credibility and intentions of buying. Chao et al. (2015) consider that brand image is an important factor that affects consumer satisfaction. In addition, Johnson, et al., (2001) consider that brand image is a type of consumer attitude that leads to their loyalty. They found that brand image positively affects consumer loyalty. By increasing strength of the brand image, the brand value increases in the eyes of consumers. When the brand has a more attractive image it is likely that consumers will be better connected with the brand (Islam and Rahman, 2016) and brand image will have greater value for consumers.

Having all this in mind, we set the following hypotheses:

- Hypothesis 1: Brand image has a positive impact on brand satisfaction
- Hypothesis 2: Brand image has a positive impact on brand value
- Hypothesis 3: Brand image has a positive impact on brand loyalty.

### **Brand satisfaction**

Brand satisfaction is vital in preserving brand value, which is related to the growth of the company, and it refers to consumer's retention. The consumer will remain loyal to the brand if they are satisfied. Satisfaction refers to products and services (Oliver, 1997). If products meet consumers' expectations, they will be satisfied with them. Brand satisfaction is interacting with consumer's assessment and post-consumer behavior that evaluates the product through different attributes (Krystallis and Chrysochou, 2014). If the product meets their expectations, they will be satisfied. Nam et al. (2011) described brand satisfaction as a sum of previous experiences with these products, based on the interdependence between expectations and perceptions after consumption. If expectations are higher than perceptions, brand satisfaction will be less and vice versa. Chinomona et al. (2013) define satisfaction as a cumulative expression of satisfaction through the assessment of a product or service based on purchase and experience with the brand. If the brand does not meet consumer's expectations, there is a negative attitude towards the brand, which leads to dissatisfaction with the product (Patterson, et al, 1997). Brand satisfaction is expressed as a cumulative satisfaction that relates to the overall assessment by the consumer and their experience

with that brand (Grisaffe and Nguyen, 2011). Customer satisfaction is one of the determinants of purchasing intent, thus customer satisfaction affects loyalty considering value and image of the brand (Lai, et al, 2009). Based on this, the following hypotheses were set up in this study:

Hypothesis 4: The brand satisfaction has a positive impact on the brand value

Hypothesis 5: Brand satisfaction has a positive impact on brand loyalty.

### **Brand value**

Value is an important concept in customer understanding. When customers receive positive information about a particular product, most likely they will accept this information and show confidence in a particular brand (Deighton, 1992). Brand trust is expressed through the sense of acceptance of particular brand, expressed through psychological attachment of customers to the brand (Wirtz and Mattila, 2003), which will create a sense of belonging towards the brand (Ha and Perks, 2005). That brand will have a higher value for consumers compared to other products. According to this, the value of the brand is defined as customer's brand assessment based on its perception of that brand when considering what is obtained by the brand (Bolton and Drew, 1991). The perceived brand value appears at different stages of purchasing behavior. It includes pre-commercial behavior, where the customer attaches greater importance to a particular brand, and through the buying phase when choosing that brand. This behavior is not affected by the actual use of this product, but by its understanding of the importance of this brand and it is distinguished by adding greater value to this product. Sometimes the value of the brand is greater than the actual value that it receives using it. Therefore, it is important to determine which factors influence the increase in the brand value in the eyes of the consumer. Sheth et al. (1991) claimed that the value of the brand is the primary driver of consumer choice. It serves as a predictor of consumer intention to remain loyal to the product (Pan, et al, 2012). Thus, consumers positively accept perceived value offered by the brand that can result in loyalty to that brand. The following hypothesis is based on this:

Hypothesis 6: Perceived value of brand has a positive impact on the brand loyalty.

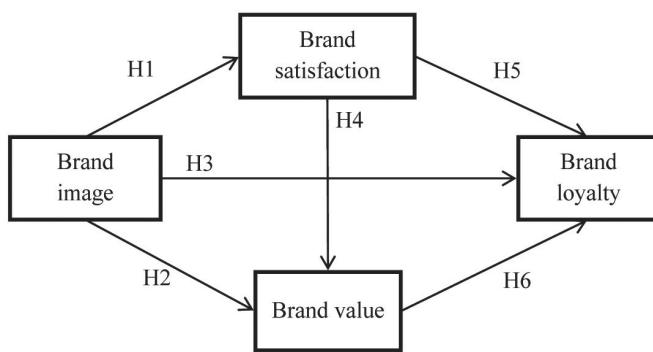
### **Brand loyalty**

Consumers buy and use brands they trust and with which they are satisfied, while they do not buy and use brands they do not trust and who do not have a certain value for them. That creates confidence in the brand which leads to loyalty towards it. Loyalty can be defined as a mandatory re-purchase of a particular product in the future (Oliver, 1999). Customer loyalty can be measured by positive attitudes towards products, by the satisfaction with the brand, by trust in

it, and by the retention of the brand purchase regardless of the change in its price (Zohaib, 2014). This loyalty will remain unchanged if that brand is available to the consumer (Rizwan, et al, 2013). However, other companies attack loyal customers with their products by offering them a similar product, with similar characteristics, at a lower price. At this point, consumer's loyalty is revealed. If consumers have strong aspirations towards the brand, he will continue to buy that brand regardless of everything, and if there is not such a strong aspiration, they will buy other products and the loyalty of a particular brand will be weaker with these consumers. Companies and traders should investigate the factors that influence the creation of really loyal consumers who buy a particular brand regardless of all competition attacks and why some consumers do not buy other products, although they are available at lower prices (Zohaib, 2014). Manufacturers offer many products to customers but only a few of these products become brands that have loyal customers. It is up to marketers to investigate what the factors that influence the creation of strong brands that have loyal consumers are.

Having all this in mind, this research should show that brand image, brand satisfaction, and brand value positively influence loyalty to the brand. The focus is on brand image proving its impact on the other brand's dimensions. In addition, the significance of branding should be examined on brand's value and loyalty. The research framework is shown in Figure 1.

**Figure 1:** Research framework.



**Source:** Authors of research

## RESEARCH METHODOLOGY AND MEASUREMENT

This section contains the information on research sample, discovers how the data set is collected and measurements of constructs.

## Data collection and sample

Observation units for this research were consumers of food products, specifically consumers who consume chocolate. We used a questionnaire to examine the conceptual model of research and hypothesis. The aim of this study was to examine the relationship between brand dimensions on the example of consumers in Bosnia and Herzegovina. The questionnaire was posted online and empirical research was conducted in the period April-July 2016 based on snowball sample. We sent an e-mail to 15 respondents who agreed to participate in this research, and they were asked to pass the questionnaire to their acquaintances and to ask them to take part in the survey. The total access to the questionnaire is made by 2008 consumers and it was filled by 436 respondents, which represents a response rate of 21.71%. Demographic characteristics of respondents are presented in Table 1.

**Table 1:** Demographic characteristic of respondents

<b>Demographic variables</b>	<b>Frequency</b>	<b>Percentage</b>
Gender of respondents:	Male	254
	Female	182
Working status:	student	282
	employed	97
Household income in BAM	unemployed	54
	retired	3
Household income in BAM	Less then and equals to 500	53
	501-1000	139
	1001-1500	111
	1501-2000	62
Level of education:	More than 2001	71
	Primary education	13
	Secondary Education	275
	Higher education	56
Number of household members:	University degree	92
	1-2	48
	3	113
	4	198
Age of respondents:	5-6	69
	7 and more	8
	15-24	323
	25-35	57
Age of respondents:	36-45	33
	46-55	16
	56 and more	7

**Source:** Research results

The identification of the brand dimensions, used in the questionnaire, was based on a detailed overview of secondary research. The selection of the most commonly used dimensions of the brand was made, and questions for these dimensions were created. A created questionnaire was sent to four experts in the field, who reviewed the questionnaire and submitted a proposal for the questionnaire modification. After modifying the questionnaire, according to the experts' suggestions, it was sent to 15 respondents whose task was to fill in the questionnaire and provide the information about possible uncertainties in terms, meanings, and questions. As a result of this exercise, the questionnaire was corrected and sent through a snowball sample to respondents.

### **Measurements of constructs**

Measurement of brand dimensions was carried out using the Likert scale with five levels that range from "I do not completely agree" to "I completely agree". This study proposes four brand dimensions including brand image, brand satisfaction, brand value and brand loyalty. Our aim was to prove a conceptual model of the research on the example of branded chocolate. Measurement of these dimensions of the brand was carried out as follows:

Brand image – this dimension shows how consumers experience branded chocolate. It was examined if the quality of these chocolates is better for consumers, whether they are more attractive or more enjoyable to eat.

Brand satisfaction - this dimension explores how consumers are satisfied with branded chocolates. Are they satisfied with these chocolates compared to non-branded chocolates? With this dimension, it was examined whether branded chocolates use better raw materials and if these chocolates have a constant quality. In addition, it was examined whether consumers get what is expected of these chocolates. In order to examine this, the adapted claims were used from studies: Chinomona et al. (2013), Krystallis and Chrysochou (2014) and Nyadzayo and Khajehzadeh (2016).

Brand value – this dimension examines whether branded chocolates have a higher value for consumers. In order to do this, it was necessary to take the price as a reference measure as the prices of branded products are usually higher. With this dimension, it was examined whether a consumer received an excellent chocolate which matches the price, the satisfaction with the price, whether the quality of branded chocolate justifies the price and whether the price of branded chocolate is justified.

Brand loyalty - this dimension examines how loyal consumers are to the brand. In order to examine consumers' loyalty, it was necessary to examine how loyal consumers are when purchasing branded chocolate, whether these brands represent their first choice, if they praise these chocolates and recommend them to their friends. Claims used for this were adapted according to studies: Chinomona et al. (2013), Krystallis and Chrysochou (2014), Nyadzayo and Khajehzadeh (2016) and Park and Kim (2016).

## EMPIRICAL RESULTS

Structural equation model (SEM) was used to test hypotheses and conceptual framework of the research. For that purpose, the Lisrel 8.8 software tool was used. In addition, the SPSS 20 software tool was used to test the internal connection of claims within dimensions using factor analysis. Reliability of the measurement scale through the Cronbach's Alpha Indicator has also been examined as well as the interrelation of the dimensions with correlation analysis. SEM was used in two levels of analysis: the model of measurement and model of the structure.

The mean with standard deviation (S.D.) and the correlation between dimensions is shown in Table 2. The results presented in Table 2 show that there is a positive and significant correlation between all dimensions used in this research: brand image, brand value, brand satisfaction and brand loyalty. The mean shows that respondents mostly agree with the claims used in brand's satisfaction (3.33), while they least agree with the claims on the brand's loyalty dimension (2.96). We found the smallest dispersion in responses for dimension brand satisfaction ( $SD = .91$ ), while the largest dispersion were found for dimension brand image ( $SD = 1.09$ ). However, when considering dispersion in responses, it can be concluded that there is no significant difference.

**Table 2:** Means, standard deviations and correlations of dimension

Dimensions	Mean	S.D.	A	B	C	D
A. Brand image	3.31	1.09				
B. Brand value	3.06	1.00	.528**			
C. Brand satisfaction	3.33	0.91	.508**	.535**		
D. Brand loyalty	2.96	1.05	.523**	.560**	.573**	

**Source:** Research results

Table 3 indicates that all claims within dimensions are grouped into individual factors. With the aforementioned researches, claims have been constructed for dimensions that are mutually homogeneous and determined by this dimension. Dimensions are mutually heterogeneous and differ from one another. The brand loyalty dimension explains most explicitly the percentage of Variance (44.856%) while the brand image least explains the percentage of Variance (7.294%). Totally, 68.715% of Variance was explained using these dimensions. The value of the Kaiser-Meyer-Olkin (KMO) (.907) test for Sampling Adequacy indicates that the sample is applied in an appropriate manner. Bartlett's Test of Sphericity ( $p = .000$ ) shows that each variable was correlated with itself and there was no correlation with other variables, while there was a significant correlation of the claims within the factors (Fazlic and Djonlagic, 2016).

In order to confirm the results obtained by this analysis, a reliability test of the measurement scale was performed using Cronbach's Alpha coefficient and AVE (average variance extracted) in assessing discriminating validity of measurements of certain factors. Based on the results of Cronbach's Alpha coefficient, it can be concluded that their value is greater than .700, thus satisfying the minimum requirement for this coefficient (Hair, et al, 1998). On the basis of the obtained results, it can be noticed that the value of Cronbach's Alpha is an indicator of the dimensions of the brand image (.720), brand value (.749), brand satisfaction (.774) and brand loyalty (.842).

**Table 3:** Factor analysis, Cronbach's coefficients and AVEs

Claims	Factor			
	1	2	3	4
The quality of branded chocolate is better				.651
Branded chocolates are more attractive				.815
It is more enjoyable to eat branded chocolate				.670
Factor 1. Brand image; % of Variance = 7.294, Crobach's alpha = .721; AVE = .518; The square root of AVE = .720;				
I get great chocolate considering the price			.733	
My satisfaction is high considering the price			.647	
The quality of branded chocolate matches price			.801	
Branded chocolate matches price			.771	
Factor 2. Brenda value; % of Variance = 8.630, Crobach's alpha = .834; AVE = .560; The square root of AVE = .749;				

Branded chocolate has a stable quality	.788
Branded chocolate is made of the best raw materials	.723
You get what you expect from branded chocolate	.653
Factor 3. Brand satisfaction; % of Variance = 7.936, Crobach's alpha = .774; AVE = .525; The square root of AVE = .724;	
I am loyal to buying branded chocolate	.742
Branded chocolates are the first choice when shopping	.806
I talk all the best about brandy chocolate	.727
I recommend branded chocolates to my friends	.708
Factor 4. Brand loyalty; % of Variance = 44.856; Crobach's alpha = .842; AVE = .570; The square root of AVE = .755;	
KMO = .907, $\chi^2 = 2811.66$ , Bartlett's Test of Sphericity = .000, % of Variance = 68.715	

**Source:** Research results

After examining the correlation between the assertions and the reliability of the measurement scale with the factor, it was necessary to confirm the validity of structural measurements in the structural model. There are two measurements that confirm this construction. The first measurement was the Fornell and Larcker's AVE access to the discriminatory validity of factor measurements (Fornell and Larcker, 1981). The AVE measures the amount of variance captured by the construct through its items relative to the amount of variance due to the error (Chen, 2009). In order to satisfy the requirement of the discriminatory validity of the structural model construction, the square root of the AVE needs to be greater than the correlation between the observed factor and another factor. For instance, square root AVE, in the dimensions of the brand image and brand value is .720 and .749, while the correlation between these two factors is .528. In this way, it has been proven that there is appropriate discriminatory validity between all factors because the value of any correlation is less than the square root of the AVE of individual factors. As it becomes apparent, the discriminatory value of the validity of the structural model in this study is acceptable. The second measurement has been testing using convergent validity via AVE. The AVE value should be greater than .50 in order to have a convergent validity for individual factors. Value of AVE in all factors is greater than .50, which means that there is a convergent validity in this study, as can be seen in Table 3. Using these tests, it was found out that the data collected were reliable and valid and can be used to determine the influence of individual dimensions using the model of structural equations.

Table 4 shows the results obtained by applying the structural model in this study. The findings indicate that the applied model is very good ( $\chi^2 / df = 3.55$ ,  $p <.000$ , GFI = 0.92, RMSEA = 0.077, NFI = 0.96, CFI = 0.97). Brand image is positively related to the brand satisfaction ( $H_1$ ,  $t = 9.95$ ,  $p <.01$ ). The brand image is positively related to the brand value ( $H_2$ ,  $t = 4.59$ ,  $p <.01$ ), the brand image is positively related to the brand loyalty ( $H_3$ ,  $t = 2.92$ ,  $p <.01$ ), the brand satisfaction is positively related to the brand value ( $H_4$ ,  $t = 4.49$ ,  $p <.01$ ), the brand satisfaction is positively related to the brand loyalty ( $H_5$ ,  $t = 4.96$ ,  $p <.01$ ), and the brand value is positively related to the brand loyalty ( $H_6$ ,  $t = 2.57$ ,  $p <.05$ ), thus confirming all the hypotheses set out in this study. The results of the entire structural model are shown in Figure 2.

**Table 4:** The results of the structural model

Hypothesis	Proposed effect	t-value	.sig	Results
H1 Brand image → Brand satisfactions	+	9.95	$p < 0.01$	supported
H2 Brand image → Brand value	+	4.59	$p < 0.01$	supported
H3 Brand image → Brand loyalty	+	2.92	$p < 0.01$	supported
H4 Brand satisfactions → Brand value	+	4.49	$p < 0.01$	supported
H5 Brand satisfactions → Brand loyalty	+	4.96	$p < 0.01$	supported
H6 Brand value → Brand loyalty	+	2.57	$p < 0.05$	supported

**Source:** Research results

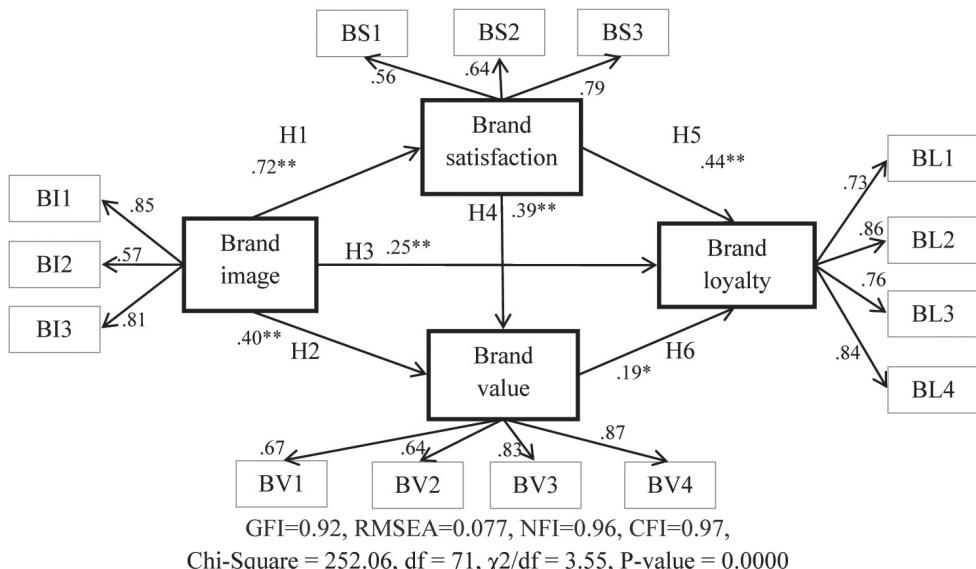
## DISCUSSION

Branding has become the main marketing tool in 21st century. More and more manufacturers are investing in products and encouraging consumers to accept these products. Companies distance themselves from the competition and become more competitive on the market. For companies, the brand represents capital that helps to increase the market share and the ability to sell products at higher prices (Jung and Sung, 2008).

The aim of this study was to evaluate which dimensions influence loyalty in branded chocolates. For this purpose, the mechanism of loyalty formation for consumers of branded chocolate was investigated through the measurement of the influence of brand image, satisfaction, and brand value. The results of the study show that dimension of brand satisfaction has the greatest influence

on consumer's loyalty. Similar results that were based on such relationships are also provided by Bloemer and Kaspser (1995) who found that this relationship is neither simple nor clear. It is necessary to distinguish real loyalty and false loyalty. Al-Msallam (2015), on the example within the hotel industry, has found that brand satisfaction is more important than brand image. Moreover, Elsäßer and Wirtz (2017) have found that brand satisfaction has a significant impact on brand loyalty. Based on the obtained results of this study and other studies, it can be concluded that achieving consumers' satisfaction is the most important thing for brand loyalty.

**Figure 2:** The results of the model



\* $p < 0.05$ , \*\* $p < 0.01$

**Source:** Research results

Brand value has the least impact on consumers' loyalty compared to brand satisfaction but statistically significant influences. However, Dehghan et al., (2015) have shown in their paper that the value brand does not affect brand loyalty by using Utilitarian, Hedonistic and Functional value. When looking at the brand value, it is necessary to look at that variable more widely than other variables as this question arises: "What is the value for the customer and how does it affect the creation of customer loyalty?". Furthermore, the results of this study have shown that brand image has more impact on brand satisfaction than on brand value. Similar results have been obtained by Piaralal and Mei (2015) who have

proven that brand image has a statistically significant impact on brand loyalty. The brand model especially achieves to understand brand loyalty. In doing so, the model was designed to observe how the three variables influence loyalty. Understanding brand loyalty is of great importance to marketers, because only in this way they can keep buyers to buy their brand on a continuous basis.

However, in order to create customer loyalty, it is necessary to attract customers to buy that brand. This is where satisfied consumers help because they are the best promoters of a particular brand. If customers are satisfied with the brand, they will buy this brand and at the same time promote it. However, if customers are not satisfied with the brand, they will disclose that dissatisfaction and transfer it to other potential customers. In this modern time, in particular, customers can express their dissatisfaction through social networks. Therefore, besides loyalty, it is important to explore satisfaction with the brand. In addition, it was necessary to explore the impact of the brand image on loyalty. The brand image along with brand loyalty is the most important factor that affects the attractiveness of particular brand for customers (Alhaddad, 2014).

In this way, this model assists chocolate makers to understand how loyal consumers are formed. The results showed which the best way to create consumers loyalty; it is to create consumers satisfied with the brand image.

## **CONCLUSION**

This study contributes to understanding which dimensions affect the emergence of loyalty among branded chocolate consumers. The results showed that satisfaction affects loyalty more than the other two dimensions. Consumer loyalty is not that much affected by the image of branded chocolate. On the basis of these findings, it can be concluded that satisfied consumer is actually loyal. The conclusion is that consumers should be satisfied with the brand in order to be loyal. Therefore, it is manufacturers of chocolate who should make customers satisfied. Through brand image and by providing greater value they should be able to achieve greater loyalty of consumers.

Future studies are expected to confirm this model on some other products that are considered as a brand. They should also pay attention to the study of the impact of “healthy chocolate” and their branding as awareness of a healthy life has become crucial in 21st century. Furthermore, more dimensions should be included and more methods of improving consumer loyalty should be determined.

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# UTICAJ IMIDŽA BREnda ČOKOLADE, ZADOVOLJSTVA I VRIJEDNOSTI NA LOJALNOST BRENDA

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**Apstrakt:** Ova studija ispituje direktnе efekte imidža brenda, zadovoljstva i vrijednosti na lojalnost potrošača prema brendiranim čokoladama. U empirijskom istraživanju, formiran je model sa ove četiri dimenzije brenda za ispitivanje direktnih efekata, kako imidž se odnosi na zadovoljstvo brend i na vrijednost brenda, i kako zadovoljstvo brend utiče na vrijednosti brenda. Istraživanje je provedeno u Bosni i Hercegovini, na 432 ispitanika, koristeći uzorak uzorka "grudve snijega". Rezultati su pokazali da je strukturalni model ispravan, te su prihvocene postavljene hipoteze. Takođe, je dokazano da zadovoljstvo brenda ima najveći uticaj na lojalnost brenda. Na osnovu dobivenih rezultata date su i praktične preporuke za proizvođače za kreiranje brenda čokolade.

**Ključne riječi:** imidž brenda, zadovoljstvo brendom, lojalnost brenda, brend čokolade, model strukturalnih jednačina.

**JEL Klasifikacija:** M31, C38, C12.

## RETHINKING IMPULSE BUYING BEHAVIOUR: EVIDENCE FROM GENERATION Y CONSUMERS

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**Abstract:** The continued and rapid advancement of information and communications technology has considerably shaped the overall behaviour of Generation Y consumers, also known as the Millennial Generation. In that context, the objective of this paper was to examine differences between different types of impulse buying behaviour and online environmental cues (website quality and website design). The paper also aimed to provide determinants of e-impulse buying behaviour of Generation Y consumers. The research was conducted using a questionnaire on a sample of 334 Generation Y consumers in Croatia. Collected data was analysed using software package SPSS 20. Various statistical analyses were used such as factor analysis and analysis of variance. The findings indicate that online consumers are influenced by the two major factors, extreme and pure impulsiveness. The paper utilised website design and website quality in order to determine the relation between these variables and different types of e-impulse buying behaviour of Generation Y in Croatia. Significant differences were found between extremely and purely impulsive Generation Y consumers and online environmental cues.

**Keywords:** Generation Y, online buying behaviour, impulse buying, Croatian consumers.

**JEL:** L81, D12

### INTRODUCTION

Nowadays, the Internet is becoming an essential part of the everyday routines and practices of Generations Y and Z (Issa and Isaías, 2016). As stressed by Bolton et al. (2013), Generation Y is distinguished from other generational cohorts in its intense exposure to the Internet from a very young age. Broadly speaking,

Generation Y is the first generation to grow up with the Internet (Norum, 2008). Generation Y is also known as *Millennials*, *Nexters*, *Generation www*, *the Digital Generation*, *Generation E*, *Echo Boomers*, *N-Gens* (Martin, 2005). Although the precise boundaries of Generation Y are still being debated, it mainly refers to the individuals born during the twenty years spanning from 1980 to 2000 (Erickson, 2008; Cekada, 2012). It is argued that Generation Y has caught the attention of researchers due to the sheer size of this consumer segment and its significant spending power (Kruger and Saayman, 2015). However, Foscht et al. (2009) emphasize that Generation Y is a heterogeneous group rather than homogeneous as many studies usually treat this age cohort. As regards their family background, one in four Generation Y is raised in disruptive single-parent/income family structures, where stress, economic and emotional hardships are experienced (Duh, 2016).

Broadly speaking, Generation Y members have a marked preference for the visual learning style (Weiler, 2005). As regards their web preferences, Djamasbi et al. (2010) emphasize large pictures, images of celebrities, and a search feature. As stressed by Bilgihan (2016), Generation Y is the least loyal generational cohort. Regarding their shopping behaviour, Anders Parment (2013) states that choosing a product is the first step in their purchase process. The study by Dhanapal et al. (2015) reveals that social factors (e.g. products used by family and friends, products endorsed by celebrity, suppliers engaged in corporate social responsibility, etc.) have a significant relationship with online purchasing behaviour of Generation Y. Their decision to purchase a product is also influenced by socialization and feelings of accomplishment (Noble et al., 2009). Findings by Rajamma et al. (2010) reveal that consumers' need for uniqueness influence Generation Y's retail patronage behaviours. Similarly, their findings are supported by the study by Eren-Erdogmus et al. (2015) where uniqueness was found to be a new apparel brand personality dimension for Generation Y.

As regards brand consciousness, Giovannini et al. (2015) identified public self-consciousness and self-esteem to be of the utmost importance to Generation Y consumers. In addition, Aron O'Cass and Eric Choy (2008) found that Generation Y consumers' level of involvement had positive effect on brand related responses such as perception of brand status and brand attitude. Moreover, Lorna Ruane and Elaine Wallace (2013) stressed the significant impact of social media on the dynamics of brand consumption and the overall behaviour of female consumers. Similarly, Bamini et al. (2014) examined the impact of social media marketing medium toward brand loyalty and purchase intention in Generation Y.

Their results indicated that the online marketing communications were effective in promoting brand loyalty and product purchase intention through company website and social media platforms. As regards Generation Y's online website satisfaction, Lim et al. (2016) indicate that usability, credibility and service quality will affect the customers' satisfaction when they purchase via website. Likewise, Nadeem et al. (2015) confirm that website service quality and consumers' predispositions to use Facebook for online shopping positively affect consumer trust toward an e-tailer.

In the context of consumer behaviour, it is important to differentiate rational from impulsive decision-making (Hofmann et al., 2008). In addition, Quintal et al. (2016) emphasize that understanding the factors underlying Generation Y's consumer behaviour is crucial, particularly due to their considerable consumption potential and the increasing sophistication of brand marketing in the marketplace. The main objective of this paper was to examine differences between different types of impulse buying behaviour and online environmental cues (website quality and website design). To this end, the paper is organized into four sections. Following the introduction, the second section provides insights into impulse buying behaviour and its determinants. The research methodology, data analysis and research results are presented in the third section. Finally, the paper closes with conclusions drawn from the paper.

## LITERATURE REVIEW

In general, impulse buying is defined as a sudden and powerful urge in the consumer to buy immediately which occurs when desire for a product or brand outweighs one's willpower to resist (Faber, 2010). In that sense, Li-Ting Huang (2016) states that the urge to buy significantly predicts impulse buying behaviour. Mood factors play a complex role in consumers' impulse buying behaviour (Gardner and Rook, 1988). Similarly, Silvera et al. (2008) state that high frequency impulse buying can be regarded as a form of escape from negative affective states, depression, and low self-esteem. However, impulse buying can also stimulate various negative affective responses (Punj, 2011), dissatisfaction and regret (Wood, 1998), as well as self-conscious emotions, such as guilt and shame (Yi and Baumgartner, 2011). In addition, impulse buying can provoke unethical consumer behaviour (Bossuyt et al., 2017).

Previous research has identified several types of impulse purchasing. In that context, Hawkins Stern (1962) examined pure impulse buying, reminder impulse

buying, suggestion impulse buying and planned impulse buying. Similarly, Han et al. (1991) classified impulse buying behaviour of apparel into four types, i.e., planned impulse buying, reminded impulse buying, fashion oriented impulse buying and pure impulse buying. With regard to the online environment, Eun-Jin Lee (2011) analysed the effects of internet fashion consumer's impulse buying tendency on positive and negative purchasing behaviours. As a result, the impulse buying tendency of internet fashion consumers was classified into pure impulse buying, reminder impulse buying, suggestion impulse buying, and stimulus impulse buying.

Although impulse buying is argued to be prevalent online, more research is still needed (Liu et al., 2013). As Wu et al. (2016) note, online consumers are system users of websites in the purchase process. According to Junghyun Kim and Robert LaRose (2004), a lack of self-regulation may occur in an online environment. As a result, buying impulsiveness can be encouraged (Sun and Wu, 2011). Furthermore, shopping at websites provides buyers with convenience and anonymity, andthus increases the likelihood of impulse buying (Chih et al., 2012). Consumers report that shopping online results in a substantially increased sense of freedom and control as compared to offline shopping (Wolfinbarger and Gilly, 2001). As a result, abnormal forms of shopping may arise, such as impulsive and compulsive buying (LaRose and Eastin, 2002).

It is important to note that socially constructed marketing imageries (e.g. e-atmospherics) help consumers while making choices and decisions (de Kerchove et al., 2009). As regards the influence of web aesthetics on online consumers' psychological reactions, Wang et al. (2011) argue that consumers' cognitive, affective, and conative outcomes can be significantly evoked by aesthetic stimuli. According to Wells et al. (2011), website quality is related to a consumer's desire to buy on impulse. Likewise, Bressolles et al. (2007) stress the main dimensions of website quality and their impact on impulse buying. On the other hand, the study by Parboteeah et al. (2009) reveals that although many participants had the urge to buy impulsively, regardless of website quality, this behaviour's likelihood and magnitude was directly influenced by varying the quality of task-relevant (such as navigability) and mood-relevant cues (such as visual appeal).

With regard to website design that can stimulate online impulse buying, Kathy Shen and Mohamed Khalifa (2012) outline the importance of a compelling

and sociable virtual experience. In the context of impulsive buying, Julian Lin and Chan Hock Chuan (2013) highlight website's information quality and customer's usage of interactive features. Likewise, Shen-Wei Lin and Louis Lo (2016) stress that ease of navigation significantly influence consumers' emotional responses, pleasantness, and arousal, which subsequently affects their urge to buy impulsively. Additionally, Liu et al. (2013) address the issues of instant gratification and impulsiveness associated with the desire to buy on impulse.

According to Tao Sun and Guohua Wu (2011), both Internet addiction and need for arousal have a positive influence on buying impulsiveness. Further, Arne Floh and Maria Madlberger (2013) confirm that shopping enjoyment affects impulsiveness and impulse buying behaviour. Findings also confirm that hedonic value drives online impulse buying tendencies (Ozen and Engizek, 2014). Similarly, Sojung Kim and Matthew S. Eastin (2011) stress the relationship between hedonic shopping motivation and impulse buying. Additionally, Park et al. (2012) confirm a positive effect of hedonic web browsing on impulse buying.

Further, Sandy Dawson and Minjeong Kim (2009) emphasize the correlation between a person's emotional response and the likelihood of online impulse buying behaviour. According to Margery Lucas and Elissa Koff (2017), impulse buying can be instigated by the need to repair negative affect associated with body dissatisfaction. As regards apparel websites, external trigger cues, such as promotions, ideas and sales, can encourage online impulse buying (Dawson and Kim, 2010). The study by Grace Lee and Youjae Yi (2008) provides evidence that arousal and perceived risk have effects on impulsive buying behaviour. Perceived risk was negatively associated with impulsive buying behaviour, whereas pleasure was a predictor of impulsive buying intention.

## **RESEARCH METODOLOGY, DATA ANALYSIS AND RESULTS**

Data was collected through survey questionnaire using the purposive sample of 334 Generation Y consumers in Croatia. In this paper, we follow Tamara Erickson's (2008), Gibson et al. (2009) and Tracey Cekada's (2012) definition of Generation Y focusing on members born between 1980 and 2000. The basic demographic factors of respondents included their gender, education level and monthly income level. Table 1 shows the demographic characteristics of respondents.

**Table 1:** Sample characteristics

<b>Characteristics</b>	<b>N</b>	<b>Percentage (%)</b>
<b>Gender:</b>		
Male	174	52.1
Female	160	47.9
Total	334	100
<b>Education:</b>		
Elementary school or less	46	13.8
Secondary school /qualified workers	220	65.9
College /Highly qualified workers	21	6.3
University degree	42	12.6
Master and doctoral studies	5	1.4
Total	334	100
<b>Monthly income (HRK):</b>		
Without income or up to 1000	5	1.5
1001-3000	13	3.9
3001-5000	46	13.7
5001-9000	66	19.8
9001-	80	24.0
I do not know/I refuse to answer	124	37.1
Total	334	100

**Source:** Research findings (N=334)

The empirical survey was carried out in January 2016. The survey questionnaire consisted of 14 statements. The first section of the questionnaire was related to demographic variables whereas the second section included online measurement scale to determine the e-impulse buying behaviour of Generation Y consumers. Impulse buying tendencies were measured using selected items of buying impulsiveness scales developed by Dennis W. Rook and Robert J. Fisher (1995), and Bas Verplanken and Astrid Herabadi (2001). In addition, four statements related to compulsive buying tendencies were added based on Ronald J. Faber and Thomas C. O'Guinn (1992) and Gilles Valence, Alain d'Astous and Louis Fortier (1988) buying compulsiveness scales. The latter statements were included due to a positive correlation between compulsive buying and several aspects of impulsivity (Billieux et al., 2008), as well as problems with impulse control in compulsive buying (Hague et al., 2016). Further, Agata Maccarrone-Eaglen and Peter Schofield (2017)

associate self-control impaired impulsive elements with compulsive buying. Additionally, Silvera et al. (2008) stress that high frequency impulse buying has a compulsive element. Respondents were asked to choose answers from a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Before using the factor analysis, the reliability of Cronbach's alpha coefficient of measurement scale of e-impulse buying behaviour of Generation Y consumers was determined. Moreover, the factor analysis was used in order to reduce a large number of variables to a smaller number of factors. Collected data was analysed using software package for processing qualitative and quantitative data of social research-SPSS 20.

As an initial step in multivariate statistical approach, it was necessary to determine the internal reliability of measurement scale of e-impulse buying behaviour of Generation Y consumers. To determine the internal consistency amongst the diagnostics of analysis, Cronbach's alpha coefficient was used. Table 2 shows the Cronbach's alpha coefficient for measurement scale of e-impulse buying behaviour of Generation Y consumers.

**Table 2:** Reliability of measurement scale e-impulse buying behaviour of Generation Y consumers

Number of variable	Cronbach's Alpha
11	0.924

**Source:** Research findings (N=334)

Results show a high value of the Cronbach's alpha coefficient (0.924) indicating a high reliability of measurement scale of e-impulse buying behaviour of Generation Y consumers. The construct of convergent and discriminant validity of measurement scale was examined through confirmatory factor analysis. Furthermore, the results of the statistical tests KMO and Bartlett test of sphericity are presented in Table 3.

**Table 3:** Kaiser-Meyer-Olkin test and Bartlett's test of sphericity measurement scale of e-impulse buying behaviour of Generation Y consumers

Kaiser-Meyer-Olkin test	.917
Bartlett's test of sphericity $\chi^2$	Hi-square 2431.70
Degree of freedom df	55
Significance	.000

**Source:** Research findings (N=334)

The value of the Kaiser-Meyer-Olkin test was very high ( $KMO= 0.917$ ), and Bartlett test of sphericity was statistically significant ( $\alpha \leq 0.05$ ). Hence, the adequacy of the sample was established and the scale was uni-dimensional. Further, principles component factor analysis with varimax rotation method and Kaiser-Guttman criteria was performed on the data. According to the Kaiser-Guttman criteria, the model can include only the factors with eigenvalues above 1. Consequently, two components or variables with eigenvalues above 1 were extracted (Table 4).

**Table 4:** Total variance explained for measurement scale of e-impulse buying behaviour of Generation Y consumers

Items	Initial eigenvalues			Rotation Sums of Squared Loadings		
	Total	Variance %	Cumulative %	Total	Variance %	Cumulative %
1	6.33	57.58	57.58	6.33	57.58	57.58
2	1.18	10.72	68.31	1.18	10.72	68.31

*Extraction Method: Method Principal Component Analysis*

**Source:** Research findings (N=334)

Based on the results, it can be seen that 57.58% of the total variance is explained by Factor 1, whilst 10.72% is explained by Factor 2. Together, these variables explain 68.31% of the total variance. Rotated component matrix is obtained by further analysis. The matrix of rotated factor structure achieves the goal of data reduction and shows the best summary of linear relations. All the manifested variables show significant loading ( $>0.5$ ) that indicate excellent properties of convergent and discriminant validity for scale of e-impulse buying behaviour of Generation Y consumers.

**Table 5:** Factor loadings for measurement scale of e-impulse buying behaviour of Generation Y consumers

Items		Factors loading	
Code	Description	Factor 1: Extreme impulsiveness	Factor 2: Pure impulsiveness
V.8	"I felt anxious or nervous on days I didn't go shopping."	.886	
V.10	"Sometimes I feel like buying things on the spur of the moment."	.835	
V.11	"Shopping is a way of facing stress and relaxing."	.813	
V.7	"I bought something in order to make myself feel better."	.770	

Items		Factors loading	
Code	Description	Factor 1: Extreme impulsiveness	Factor 2: Pure impulsiveness
V.9	"If I have any money left at the end of the day period, I just have to spend it."	.727	
V.1	"I often buy things without thinking."	.667	
V.2	"I buy things according how I feel at the moment."	.637	
V.4	"If I see something new, I want to buy it."		.834
V.5	"I become very excited if I see something I would like to buy."		.826
V.6	"I find it difficult to pass up a bargain."		.750
V.3	"I sometimes feel guilty after having bought something."		.527

**Source:** Research findings (N=334)

As per the content of the statements, it can be concluded that the Factor 1 has a compulsive element in impulsebuying behaviour and it is named the extreme impulsiveness factor, whilst the Factor 2 is related to pure impulse buying and is named the pure impulsiveness factor (Table 5). The purpose of factor analysis is achieved and the interpretation of factors is satisfactory.

The majority of consumers feel occasional excitement associated with their shopping experience. However, extreme forms of shopping can result in excessive buying behaviour, shopping addiction or compulsive buying. Self-image plays a great role in consumers' buying behaviour and can be crucial when consumers make unplanned purchases (Dittmar and Drury, 2000.). These consumers tend to be shopping addicts who show poor self-control. In addition, they have low self-esteem and, consequently, they need to improve their affective states, i.e., to eliminate stress and dissatisfaction. Unlike pure impulsive consumers, they do not suffer post shopping regret. Their extreme impulse buying behaviour consists of compulsive buying components and is related to emotional instability (Mowen and Spears, 1999), as well as inability to control their urge to buy.

On the other hand, consumers can experience an urge to buy impulsively when they need excitement and shopping enjoyment. In general, shopping experience is argued to encourage emotions and drive consumers to impulse buying (Hausman, 2000; Youn and Faber 2000). Furthermore, bargaining, promotions and advertisements can affect uncontrolled urge to buy existing or new products

(Youn and Faber, 2000; Harmancioglu et al., 2009). In most cases, consumers feel regret after engaging in impulse purchases. Therefore, such behaviour can be called pure impulse behaviour.

Further analysis of variance is performed to determine whether there is a difference between different types of e-impulse buying behaviour of Generation Y consumers and website features, such as website design and website quality. The analysis takes into consideration the extreme and pure impulsiveness factors, and website quality (Table 6).

**Table 6:** Analysis of variance between extreme and pure impulsiveness and website quality

	Sum of squares	df	Mean square	F	Sig.
Extreme impulsiveness	30.026	4	7.506	8.151	.000
Pure impulsiveness	24.947	4	6.237	6.661	.000

**Source:** Research findings (N=334)

According to the results of variance, significant differences between extreme impulsiveness and website quality ( $p<0.000$ ,  $F=8.151$ ) can be observed. Thus, Generation Y online consumers who exhibit strong, extremely impulsive tendencies will make online purchases regardless of the website quality. It is evident that website quality will not play an important role in the behaviour and buying decision process of these consumers. Such findings are in line with reported evidence from existing literature (Dittmar, 2005; Brougham et al., 2011) indicating that younger people, especially college-aged students, are more inclined to extreme types of behaviour.

Moreover, the results of variance suggest a significant relationship between the pure impulsiveness factor and website quality ( $p<0.000$ ,  $F=6.661$ ). Likewise, the results of the statistical analysis show that Generation Y consumers who make purely impulse purchases will be more inclined toward online purchasing if they value high quality websites with attractive content. These results indicate that purely impulsive online consumers will consider website quality as a significant element in their buying decision process. This is consistent with previous findings (Bressolles et al., 2007; Verhagen and van Dolen, 2011; Wells et al., 2011) suggesting that website quality directly affects the probability of engaging in impulse buying. Table 7 shows the results of analysis of variance between extreme and pure impulsiveness factors and website design.

**Table 7:** Analysis of variance between extreme and pure impulsiveness and website design

	<b>Sum of squares</b>	<b>df</b>	<b>Mean square</b>	<b>F</b>	<b>Sig.</b>
Extreme impulsiveness	10.235	4	2.559	2.608	.036
Pure impulsiveness	9.357	4	2.384	2.425	.048

**Source:** Research findings (N=334)

Based on the results presented in Table 7, it can be concluded that there is a significant difference in determining different forms of e-impulse buying behaviour of Generation Y consumers about website design. The results reveal significant differences between the extreme impulsiveness factor and website design ( $p<0.036$ ,  $F=2.608$ ). According to the results, Generation Y online consumers who exhibit extreme impulsiveness will not consider website design as a key element in their buying decision process. Further, there is a significant difference between the pure impulsiveness factor and website design ( $p<0.048$ ,  $F=2.425$ ). Consequently, pure impulse buying tendencies will increase if online consumers perceive website design as an important cue during their buying decision-making process. This corresponds to findings by Zhang et al. (2007), Shen and Khalifa (2012), and Floh and Madlberger (2013) suggesting that website design elements may stimulate consumers' desire to make impulsive purchases. It follows that website quality and website design will have a significant role in online buying only for consumers who make purely impulse purchases. On the other hand, consumers who exhibit extremely impulsive tendencies will make purchase regardless of website design and website quality. This could be explained by their focus on owning desired products without perceiving additional elements associated with website design or website quality.

## CONCLUSION

Given the ever-increasing growth in electronic retailing, a better understanding of online buying behaviour is becoming imperative for online retailers in order to maintain their customers, attract new ones and convert online visitors to buyers. In light of this, the paper provides a framework for an improved understanding of e-impulse buying behaviour of Generation Y consumers in Croatia. Moreover, the research contributes to the existing literature by providing new insights into e-impulse buying behaviour of Generation Y consumers and online environmental cues.

The findings indicate that impulsive online consumers are influenced by two major factors, extreme and pure impulsiveness. Moreover, the paper utilised website design and website quality to determine the relation between these variables and different types of e-impulse buying behaviour of Generation Y consumers. Significant differences were found between extreme and pure impulsiveness in Generation Y consumers and online environmental cues, i.e., website quality and website design. On the one hand, results suggest that extremely impulsive online consumers will not consider website quality and website design as important cues when making buying decisions. On the other hand, purely impulsive consumers will perceive website quality and website design as essential elements when making online purchases.

Overall, the findings suggest that Generation Y is more accustomed toward well-established marketing tools in online environment. It can be argued that Generation Y consumers have great knowledge of different features such as information customization. Thus, degree of interactivity will play a significant role in encouraging these consumers to make online purchases. Bearing in mind the two types of e-impulse behaviour of Generation Y consumers, online retailers should adjust to "newcomer situation", especially concerning extremely impulsive consumers. Website quality and website design should suit the skills and expectations of extremely impulsive Generation Y customers. It also refers to the customization of a website. It will make a website more interesting and will attract Generation Y consumers with extremely impulsive tendencies. These findings emphasize the need for websites to have greater suited consumer relationship tools.

Generation Y online customers are looking for ways to derive greater value from web-based interactions. With that in mind, online retailers should strive to improve their websites that can be tailored more effectively to meet needs of users based on skill levels. For example, websites can have individual or specific portals, as well as customized features based on identified skill levels. It could be concluded that the old online marketing tools have no longer significant influence on impulsivity, especially for extremely impulsive consumers. Therefore, creating more attractive environment for online buying has become a challenging issue for both online retailers and internet marketers. Consequently, they need to consider carefully determinants of e-impulse buying behaviour in order to better target and better satisfy different segments of impulsive consumers. In particular, the findings may help to understand website attributes online retailers should take into consideration when approaching Generation Y impulsive consumers and building customer relationships.

Finally, the findings should be considered in the light of their limitations. The research has not taken into account other factors influencing online consumer behaviour, such as cultural, social and psychological factors. Additionally, product type, product category and other online environmental cues have not been taken into consideration. In that sense, future research should also include other consumer groups such as Baby Boomers, Generation X or Generation Z in order to compare the differences between these groups in online environment. To this end, additional research is needed to broaden understanding of this increasingly important dysfunctional buying behaviour in online environment.

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## **DIGITAL MARKETING IN METAL PROCESSING COMPANIES IN PRIJEDOR REGION**

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**Abstract:** Marketing, as a very important business activity of modern companies, regardless of their size, also suffers a certain level of change caused by the use of new ICTs. So today we have got a completely new form of marketing called digital marketing. The aim of the research was to learn about understanding and deploying digital marketing tools and techniques in the small and medium metal processing companies in Prijedor region. The results have shown a low level of companies' information on marketing as the key business process and use of modern digital marketing for promotion and communication with clients. Although there is a large amount of distrust in online communication and media channels, metal processing companies in Prijedor, although slowly, are trying to get involved in contemporary trends in this domain of modern business.

**Keywords:** Digital marketing, Metal processing industry, e-Marketing, ICT in practice,

**JEL classification:** L18 – Information and Internet Services\*Computer Software, M3 - Marketing, M15 – IT management

### **INTRODUCTION**

In today's accelerated development of information and communication technologies (ICT), it is necessary for a business to adapt to new challenges and to the maximum extent possible accept new technologies aimed at improving the business performance, better positioning on the market, and as the ultimate goal to achieve more favourable financial effects and profits.

Kotler (2000) distinguishes between a **marketplace** and a **marketspace** stating that the marketplace is *physical* (as when one goes shopping in a store), while marketspace is *digital* (as when one goes shopping on the Internet). Therefore, the task of digital marketing is to reach as many potential customers or clients as possible by applying an appropriate communication channel and related media, information about products and businesses.

Chaffey et al. (2009) define Internet marketing as the application of the Internet and other digital technologies (e.g. mobile telephony) together with traditional methods in order to achieve marketing goals. The same authors consider electronic marketing as a somewhat broader concept, which besides Internet marketing encompasses both marketing databases and management of customer relationships in the electronic environment pointing to the growing acceptance of the notion of digital marketing that represents the use of various digital technologies (web, e-mail, databases, mobile telephony, digital television) to support the marketing activities that the company is using in order to attract new and to retain existing consumers.

Strauss and Frost (2016) use the term electronic marketing and define it as the application of information technologies in the process of creating, communicating and delivering value to consumers, and managing customer relationships in order to create benefits for the enterprise and other involved parties.

The basic two issues for the industry to have digital marketing approach, according to Ryan and Jones (2009) are: to have customers online and to have products/services/brands suited for digital marketing. Therefore, the metal processing industry, which is in focus of this paper, is fully complying with these two requirements for deployment of digital marketing and relevant strategies.

The paper came as the result of the analysis performed within the project "*Networking local metallurgy for the application of new technologies and strengthening competitiveness*" in the framework of the joint program of the European Union and the Government of Germany for Local Self-Government and Economic Development, EU ProLocal, aims to more efficiently implement new information and communication technologies and cluster organization of metal processing in the area of Prijedor, implemented by the Agency for economic development of Prijedor (PREDA-PD).

The basis for the survey was the fact that there weren't serious analyses of the use of digital marketing in the enterprises of the metal processing industry in the region of the Prijedor region at all. Therefore, this survey and project constitute a pioneering contribution to determining the factual situation, but also a very important source of information on planning further development of this area on the example of the metal-processing industry. Knowing that Bosnia and Herzegovina as a country is a relatively small market with a modest number of Internet users (69.3% penetration), digital marketing appears as an excellent tool to

improve primarily the visibility of the 24 metal processing companies in Prijedor region and their products thus to increase sale and profit.

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#### BOSNIA AND HERZEGOVINA

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BA – 3,792,759 population (2017) – Country Area: 51,129 sq km

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Capital city: Sarajevo – population 608,354 (2013)

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**2,628,846 Internet users in June, 2017, 69,3% penetration, per IWS**

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**1,500,000 Facebook users in June 30/17, 39,5% penetration rate.**

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**Figure 1.** Internet and Facebook users in Bosnia and Herzegovina (source:<https://www.internetworldstats.com/europa2.htm#ba>, accessed: 16.3.2018)

The results of this poll can make a significant contribution in many ways:

1. 1. Surveyed enterprises can learn about their advantages and disadvantages depending on the degree of use of digital marketing in practice
2. 2. Decision makers, at the level of the City of Prijedor, but also other stakeholders, can learn about the level of information and the need for further education of entrepreneurs in the field of digital marketing.
3. 3. The results of the PREDA-PD Agency may indicate the further development of project activities, both in the area of the metal industry in the region they cover and in order to promote capacity for participation in international projects.
4. 4. Scientific and educational workers, students and students who are studying this area in more detail, in the area of Prijedor region or wider.

## METHODOLOGY

**The subject of this research** is related to several questions, such as: Do the companies in the metal processing sector in the Prijedor area know and use the digital marketing tools? To what extent marketing in the company is oriented to the use of modern communication channels such as social networks? Do businesses generally intend to use these media and tools to achieve better promotion and better performance in the market?

The selected issues are of particular importance for the given research area because they have not been processed so far and are of particular interest as they can

significantly improve the appearance of companies in the metal-processing sector in the market. Also, the applicability of the results in practice is significant, but it depends exclusively on the training of the management of the company, which could significantly use these tools in everyday work.

The most important **research objectives** were: To determine whether companies have an organized marketing service and an appropriate marketing plan; To determine whether companies use digital marketing tools or just standard tools; To determine if businesses understand and see the benefits of digital marketing; To determine whether companies that do not use digital marketing tools intend to use these tools in the future; To determine whether companies already have or just need to realize their presence on the Internet and in digital media; To determine how much the company is willing and interested in digital marketing, etc.

The objectives of this research have a dual value:

- **Pragmaticvalue** - because they determine the usefulness of applying ICT in practice, or the application of digital marketing in enterprises, but also
- **Educational and scientificvalue** - because they contribute to educating users, developing knowledge and acquiring scientific facts and knowledge about digital marketing in the economy.

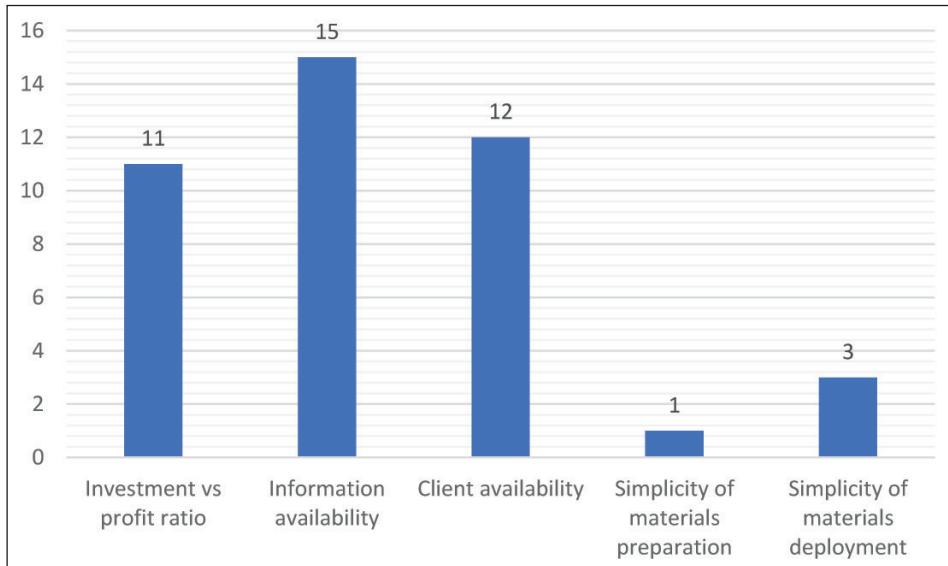
The foreseen**target group** - 20 companies from the region of Prijedor (out of 24 operating in the metal-processing industry) -were selected and included as the target group. The size of the company varies according to the number of employees, but the vast majority has between 20 and 30 employees. All companies successfully operate in the region of Prijedor and beyond. The **field survey was conducted** among the companies in the period November-December 2017. The survey answered by the senior representatives of the companies, usually top-managers or owners of the companies and thus the results can be considered as highly relevant and accurate.

The relevant**questionnaire** was designed in order to identify the facts and to gain knowledge primarily about the degree of acceptance of the use of digital marketing in enterprises dealing with metalworking activities in the region of Prijedor. A set of questions was created **to determine the actual state of digital marketing in enterprises**. These issues sought to establish the factual situation about the marketing function and its relationship with the use of digital channels of communication with clients. The second set of questions was created with **the**

**aim of gaining knowledge about technical and technological assumptions in the company for conducting digital forms of marketing.** The questions concerned the application of some of the existing media channels of communication. The third set of questions concerned the **establishment of company information about digital marketing and its importance** for the company. The fourth set of questions has been made so that one can **learn about the future intent of the respondents** (company representatives) about whether and how will they use digital marketing in the future?

## RESULTS

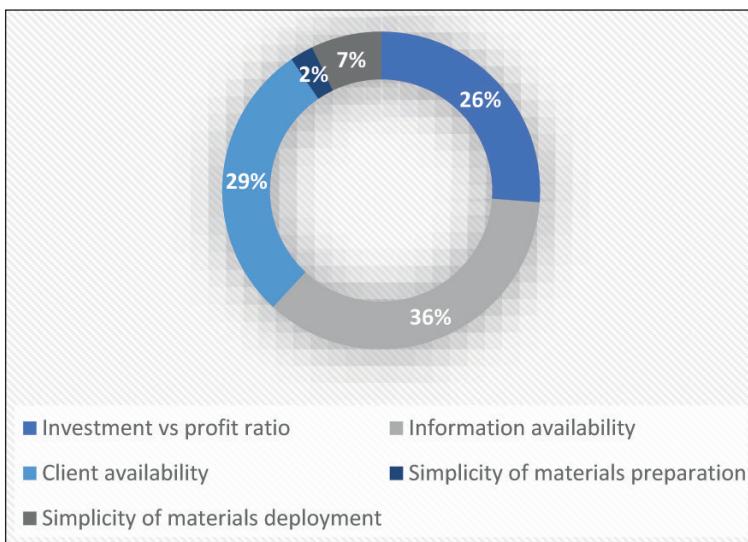
The results show that **companies do not think about marketing as a key business process.** This kind of thinking is unfavourable for the further development of the sector because without the proper organization of a marketing process it is not possible to influence consumers and customers to significantly use the products of the metal processing sector. Every single company had a marketing plan, but that marketing plan did not contain a part that relates to digital marketing and strategy for use of digital channels. Also, the fact is that the **marketing process is performed by the management and not by a marketing team.** Without entering into reasons for this, the most probable reasons, as the majority are small private-owned companies, were the lack of trust and lack of funds to engage/employ the marketing team. The survey showed that the companies rarely use specialized marketing companies and agencies when it comes to the realization of marketing tasks. This phenomenon is mainly due to the state of the general lack of funds for such joint ventures, especially for small and medium-sized enterprises that are predominant in the metal processing sector in the area of Prijedor. Survey results confirm this claim showing twice more respondents said they had never used the services of specialized marketing companies and agencies for marketing purposes. The reality of the metal processing sector in the city of Prijedor is that companies do not want to give up money to finance this kind of cooperation, but they decide **to complete marketing tasks themselves and thus achieve savings**, which may sometimes represent a loss rather than savings.



**Figure 2:** Negative response to a strategic approach to deploy digital marketing (author)

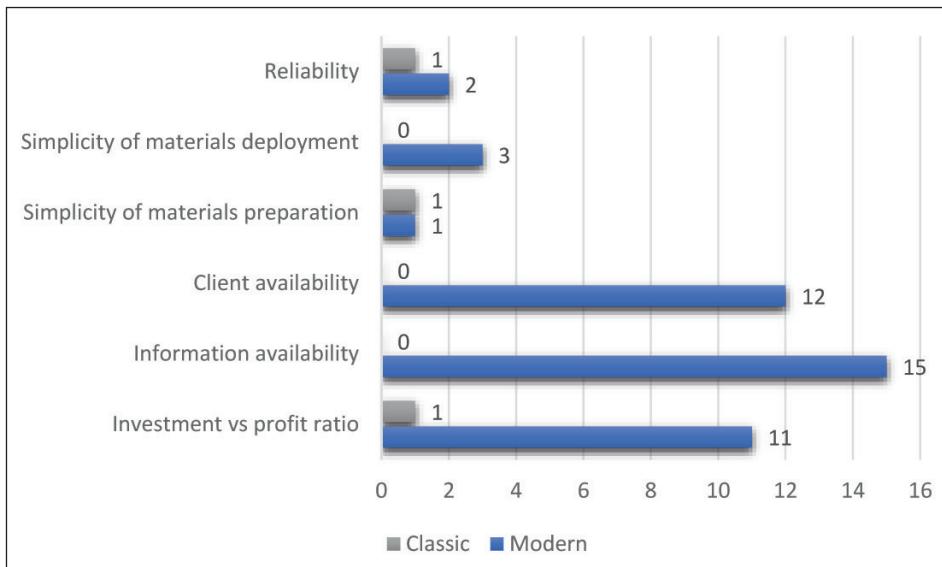
One of the prerequisites for digital marketing is knowing the basics of classical and digital marketing process organization, as well as to identify the website as the starting point for advertising information about the company and its products. It is encouraging that **most of the metalworking companies have web presentations** that represent a valuable step towards integrating digital marketing into business. Even 9 respondents confirmed that they updated the site on a monthly basis, while 5 companies said they did not have a website. The vast majority of respondents confirmed the fact that they only have a web presentation, but not a web store. This means that **websites are at the basic level of development and do not offer users more interaction** and/or two-way communication in order to perform marketing tasks. Positive intentions for the introduction of e-commerce (web shop) were reported by only 2 respondents, which leads to the conclusion that the **vast majority of respondents do not even think about the introduction of web-based business**. The reasons for such modest approach and low results lying in the fact that the companies do not employ specialised employees for maintenance of the web site but doing it on *ad hoc* basis and outsourcing such services. According to the results of the survey, only 1/3 of the respondents have or intend to hire a special expert who takes into account the website of the company, and therefore about the eventual web store. The impression gained is that companies do not intend to develop IT and sell their products

electronically. The reasons that lead to this kind of thinking may be different and not the subject of this survey but can certainly represent an interesting field of research in the future. Also, only one company opted to use SEO (Search Engine Optimization) tools to achieve better visibility on the Internet through the most popular search engines. The reason for such a negative result lies mostly in the fact that the majority of respondents do not know what SEO is? It is exactly here that you should look for reasons for using these tools in an insufficient way for better positioning on web browsers.



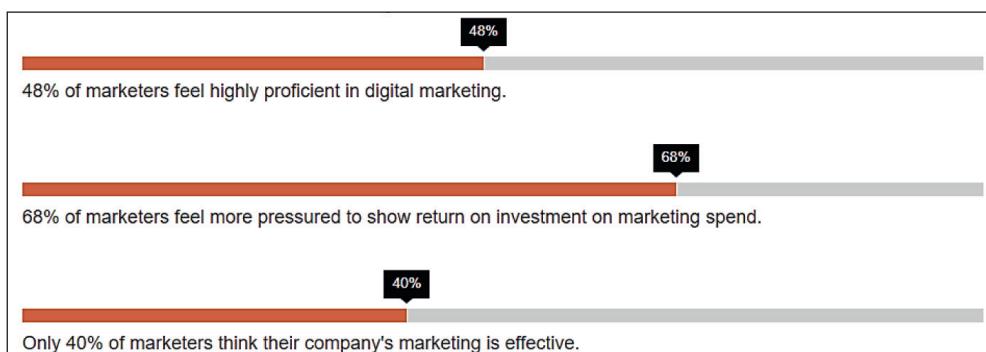
**Figure 3:** Engagement of professional and skillful staff is imperative for deployment of digital marketing (author)

Respondents had the opportunity to express their opinion on how to better implement marketing tasks - with the help of modern ICT or traditional tools? As it was expected, but contrary to what is being applied, the **vast majority of respondents said that the future of marketing is in using modern ICT tools, not traditional ones**. The advantages of using ICT in marketing relate to the relationship between invested and returned and easier access to clients, but certainly, the biggest gain is reflected in the increased electronic availability of information. This means that companies, although they do not want to implement digital marketing, certainly understand its advantages in an indirect way and realize that in this way new clients and information can be reached that can improve their business and position.



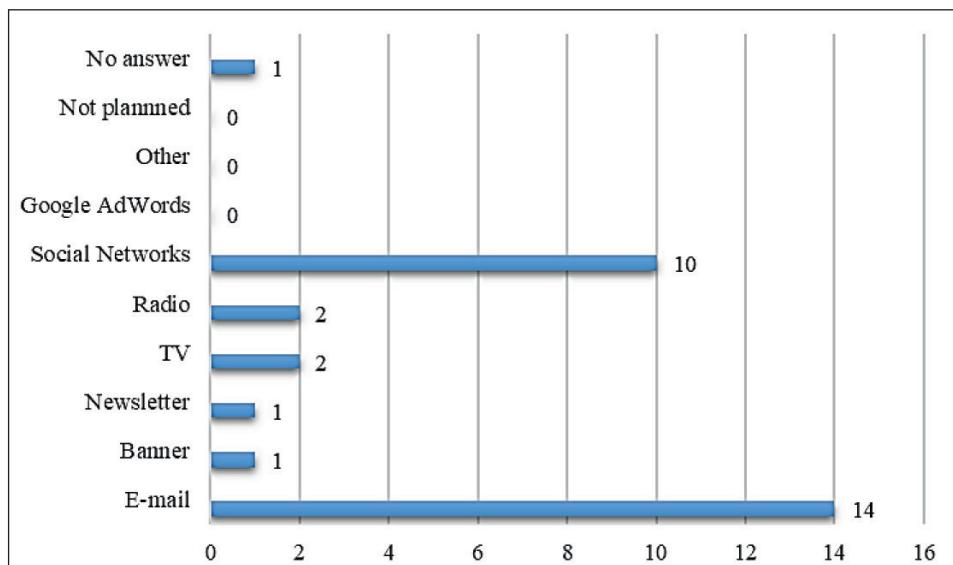
**Figure 4:** Affirmative opinion against benefits of digital marketing (author)

This finding confirms insecurity and uncertainty in the minds of entrepreneurs about the advantages and needs of a digital and personalized business and work mode. The contradiction of understanding the benefits and not ready to invest in digital marketing can be justified with various reasons – time needed to gain the profit from digital marketing, level of initial investments, confidence in outsourced work(ers) etc. This is very similar to one analysis done by Kapost company where only 40% of marketers considered that their digital marketing is effective and returns on investment, as shown in Figure 5.



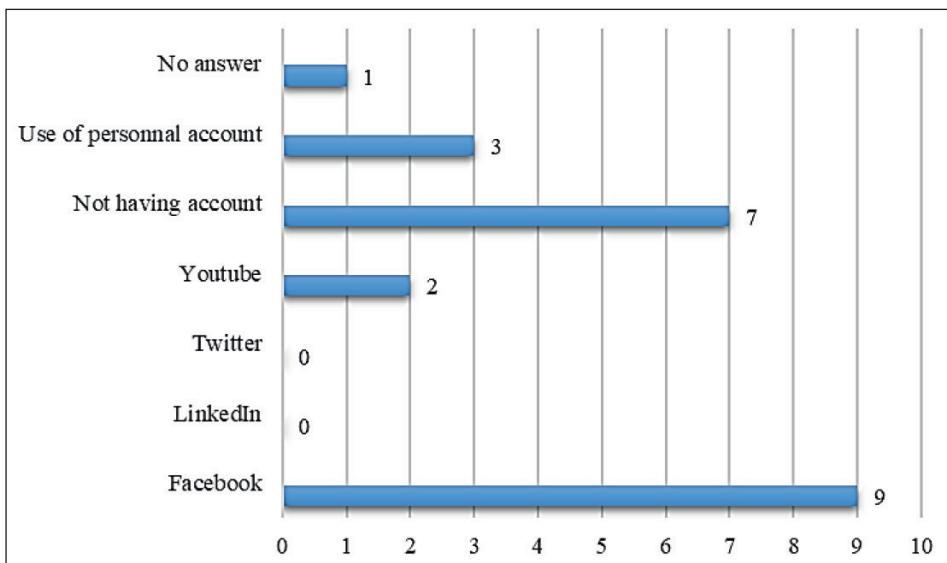
**Figure 5:** Kapost analysis showing confidence gap in the implementation of digital marketing (source: <https://kapost.com/history-of-digital-marketing-technology/>, accessed: 16.3.2018)

Respondents had the opportunity to express their views on what digital media they see as the most useful for companies when it comes to advertising and promotion. The vast majority of respondents said they would give priority to online media, taking into account primarily their availability and low cost. However, respondents still believe that TV and radio are of great importance for advertising, although they are very expensive media. The companies seem to be inclined to invest in radio and TV promotion rather than online media and advertising. Determining the reasons for this kind of thinking was not the subject of this survey, but it can certainly be assumed that the high level of mistrust in online media is the reason for a more cautious and insufficiently developed approach to online advertising. The respondents stated that for advertising purposes (before the survey) they mostly used advertising via e-mail and social media advertising. E-mail as a modern form of communication in everyday business is the simplest form of communicating business messages to partners and clients and requires least of IT skills to deploy it. It is therefore not surprising that the vast majority of respondents have indicated e-mail as a very suitable tool for communicating with target groups. The problem of this communication is in its limitations to only those clients and customers whose email addresses are known or have come to the company in some way. The vast majority of respondents said they would continue to use e-mail and social networks for advertising.



**Figure 6:** E-mail was reported as the most used e-communication channel for marketing purposes (author)

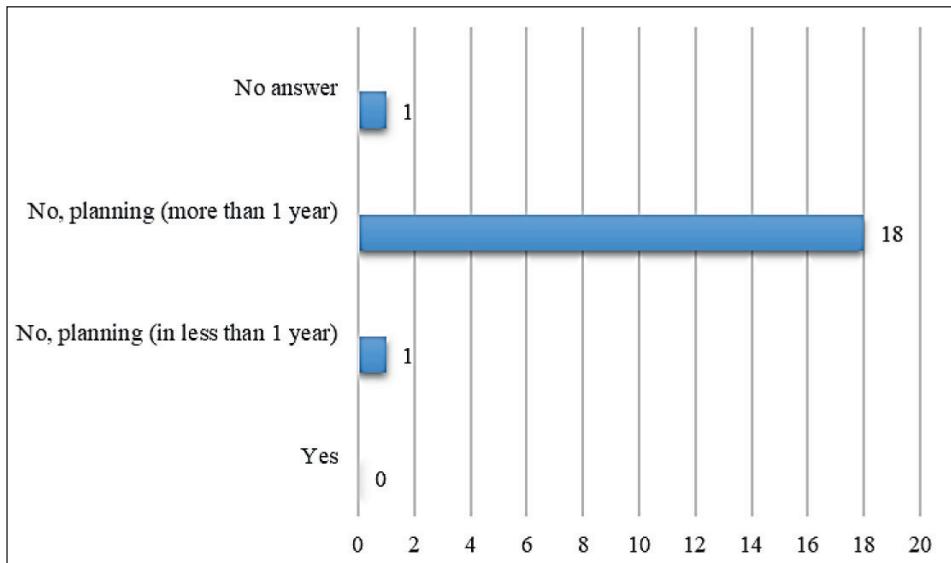
The companies surveyed showed that they have a sense of responsibility for the use of social networks as only three respondents used personal profiles and accounts on social networks to promote their company. This is a very common form of misrepresentation by the company's owners, but it is very positive that a larger number of respondents have personalized company's accounts. Respondents stated that they do not mix their posts with announcements of owners, which are usually non-commercial in nature and more private. As the most popular and most used social network according to the testimonies, the respondents marked "*Facebook*", which is why the most interviewed companies have accounts open there. The aim of this survey was not to determine the reasons for such decision, but this can be a very interesting investigation for social sciences. However, the answer from respondents on using Facebook is that Facebook is more open and user-friendly than other social networks. But again, this was just responded from some of the respondents and this was not the aim to investigate. More like a problem the author sees here a large number of those companies not represented at social networks at all – 7 respondents stated that they do not have any form of presence on social networks.



**Figure 7:** The respondents assigned Facebook as most easy and user-friendly social network for advertising (author)

In order to adequately exploit the potential of social networks, it is necessary to determine the strategy for advertising on social networks. Unfortunately, the respondents do not have any strategy or plan how to promote and advertise on

social networks, which means that they approach the promotion in an *ad hoc* way, depending on the current mood. Only one company expressed its intention to do such documents in the next short-term period, while other respondents consider that they need more time to design and develop such documents.



**Figure 8:** Education is crucial for a good strategy for social networks and there is a will among the respondents to do it (author)

## DISCUSSION

The survey showed the **necessity to urgently organize an education of entrepreneurs** from the metal-processing sector about the importance of marketing as a business process, as well as investing in digital marketing. Special attention should be given to the **importance of digital marketing tools** and their advantages over the classical. During the education, the entrepreneurs should understand the difference between the management and marketing functions of the company and the adequate division of jobs into both domains of work. Although this is difficult in the current business environment in the city of Prijedor, **entrepreneurs must have a higher level of awareness of the specifics of digital marketing and its organization**. The management team has a very specific task in the company and a recommendation is that the **management function is separated from the marketing function** whenever it is possible. This way the teams can be more focused on their basic activities and can have stronger synergy. The management team, as a superior one, should control and direct the marketing team

in order to achieve more favourable effects on investments in marketing. If the conditions in the company are not in favor of having own marketing team then the company should use services of external marketing companies providing it. The marketing as the business process must be present and functional regardless the present situation and should be considered as along-term investment.

Entrepreneurs understand that modern ICT can improve their business, but there is a certain fear of applying them, probably due to the lack of education and confidence in the returns invested in these technologies, due to the current business environment and the lack of specific legal solutions for e-commerce. However, further education is needed so that entrepreneurs can have **a higher level of trust in e-commerce** and its effects, as well as on the importance of **engaging ICT experts in the company**. The question of the job description of such experts is the question of the future development of the company and the thinking of the owners and management about it - where do they see the future of their company and how they see the future of the company's business? Certainly, their decision is final, but it is necessary to point out the need for stronger IT support for everyday activities of the company. Management teams and company owners need to be fully aware of the phenomenon of placement on Internet browsers, as well as the use of SEO tools to achieve the best possible positioning. This overlaps with previous issues and their negative effects, which further emphasizes the need to engage ICT professionals in companies that would take constant care on the tasks for better positioning and maintenance. Furthermore, **entrepreneurs need more knowledge about the online sale systems**. The emphasis on e-commerce as the future business model is imperative for small companies with lack of funds for some serious marketing undertakings. Again, this cannot be done without the more serious engagement of ICT qualified staff within the company or at least quality outsourcing of these services. The author prefers engagement of ICT staff against outsourcing due to the data security issues and timely response on possible problems related to all aspects of the electronic model of business (including the privacy of client's data).

The entrepreneurs need further education on online media and ways of their functioning. They have to have a clear vision of all their advantages and disadvantages and in particular **the impact of online media on users**. The entrepreneurs need to learn that online media become an everyday thing in modern business, even to the extent that some companies do business in virtual communities and get their income there. Therefore, it is necessary for the company to open order making systems on the most popular social networks in order to connect with

the target groups on these networks in order to use at least a part of this community and market. **The social networks should be recognized as new markets**, as new potentials of their businesses targeting new and existing customers. Various promotional activities, such as social networking games (including promotion of products or giving the products as an award to the best competitor), have proved useful, thereby raising the number of visits to the order and the likelihood of finding new clients. Here, it is primarily to learn that paying social network campaigns can be targeted by product characteristics and business domains and to encourage companies to use social networks for promotional purposes and maintain contact with their clients.

## **CONCLUSION**

From the above-mentioned elaboration of the survey questions, the following conclusions can be drawn on the answers to the questions raised in the subject and the research objectives.

Companies polled in this task were not fully familiar with the tools of digital and personalized marketing. There is some unsystematic knowledge about this, but generally speaking, the level of knowledge about them is very low. Therefore, more efforts should be invested in the education of businessmen in terms of these tools.

Since the knowledge of these tools is limited, their use is also limited. From the results of the analysis, it is evident that there is progress towards their use, especially when it comes to e-mail marketing and the use of social networks, but this is still in a very early stage of development.

Although there is a large amount of distrust in online communication and media channels, metal processing companies in Prijedor region, although shyly are trying to get involved in contemporary trends. The impression is that they are still waiting for some kind of incentive (although not known from who?) to use digital marketing tools and promotion on the Internet more often and efficiently, but there is certainly a strong intention to do it.

The problem is a business environment and in general a lack of understanding for the employment of specialized staff that would take care of this model of business. The companies do not want to invest in such an undertaking but are aware of the fact that this is an inevitability. The lack of organized marketing ser-

vices, plans and strategies is a problem that these companies need to overcome in order to improve their business.

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# **DIGITALNI MARKETING U METALOPRERAĐIVAČKIM PREDUZEĆIMA REGIJE PRIJEDOR**

**Dalibor Drljača**

**Apstrakt:** Marketing, kao veoma važna poslovna aktivnost modernih kompanija, bez obzira na njihovu veličinu, trpi određeni nivo promjena uzrokovanih korištenjem novih IKT. Tako da nas imamo potpuno novi oblik marketinga pod nazivom digitalni marketing. Cilj istraživanja bio je da se upoznaju i upoznaju digitalni marketing alati i tehnike u malim i srednjim metaloprerađivačkim preduzećima u regionu Prijedora. Rezultati su pokazali nizak nivo informisanosti preduzeća o marketingu kao ključnom poslovnom procesu i korištenju savremenog, digitalnog marketinga za promociju i komunikaciju sa klijentima. Iako postoji još uvijek značajno nepoverenje u on-line komunikacije i medijske kanale, metaloprerađivačka preduzeća u Prijedoru, iako stidljivo, nastoje se uključiti u savremene trendove u ovoj oblasti poslovanja.

**Ključne riječi:** Digital marketing, Metal processing industry, e-Marketing, ICT in practice,

**JEL klasifikacija:** L18 – Information and Internet Services\*Computer Software, M3 - Marketing, M15 – IT management

## **MANAGING THE DEVELOPMENT OF SOCIAL ENTREPRENEURSHIP**

**Aleksandra B. Vidović** | Associate Professor, Pan-European University „Apeiron“, College of Modern Management, Banja Luka, Bosnia and Herzegovina, aleksandra.b.vidovic@apeiron-edu.eu

**Abstract:** *The rapid growth of social entrepreneurship is characterized by an increase in social inequalities alone poverty in the world, which is a consequence of the development of globalization. About social entrepreneurship and its achievements in Bosnia and Herzegovina generally how little he knows and works, which is why it is the space for I'm still challenge for systematic research. This research is based on the development of social entrepreneurship and the importance of the application itself pointing adoption of this form of business in the next period in our region. The survey was conducted with the aim to highlight the importance of developing social entrepreneurship that provides this type of business, as well as to determine the level of knowledge in this kind of business. For this kind of research is used the qualitative research type and it was created a questionnaire. The questionnaire consists of five questions, after completing research on a representative sample, the empirical data are processed and statistical programs: SPSS 22 and Stat Plus 2009. The work is set I tested the following null hypothesis  $H_0$ -Development of social entrepreneurship can successfully function on the territory of the Republic of Srpska/Bosnia and Herzegovina.*

**Keywords:** management, entrepreneurship, development, analysis.

**Jel code:** L26, E21, D57, M11

### **INTRODUCTION**

Entrepreneurship is a way of thinking, that is, the process of creating and developing economic activities by combining risk, creativity and / or innovation with a reliable management structure within a new or existing organization. ( Europska komisija, 2003)

The institutional framework that is suitable for entrepreneurship consists of „fundamental political, social and legal rules that reinforce the basis for production, exchange and distribution. (Smallbone & Welter, 2003)

Economic development represents an increase in production and national income, a reduction in unemployment and poverty, with some structural changes in the functioning of the given economy. It is the unity of movement and development, that is, the most general form of movement and development of the economy. (Vidović, 2016)

The world needs a comprehensive reassessment of our understanding of value – its parameters and its effects – to restore trust in economic and business decision-making, and achieve investment that contributes towards financial stability and sustainable development.(Del Baldo & Baldarelli, 2017)

Since the turn of the century we have witnessed the growth of one an interesting business model in which a major role is taken by man and the society, and their needs. In the field of social entrepreneurship there is a huge base on which can still be researched and provoked creating intellectual as well as social and practical benefits.(Kalinov, 2017)

The entry into the world of entrepreneurship also has certain risks that can be identified with the opening of a new business. The most common shortcomings of entry into entrepreneurship are uncertainty of income, risk of loss of invested capital, undefined working time and hard work, poor quality of life during business creation, high level of stress, unlimited liability, and discouragement. Under the provisions of the Law on the Development of Small and Medium Enterprises, entrepreneurship is considered as an innovative process of creating and developing business ventures or activities and creating business success on the market. (Vlada RS, 2013)

Habitual entrepreneurs are a frequent and important phenomenon in entrepreneurship and for the economy. We lack, however, a systematic understanding of the advantages or disadvantages of multiple business ownership and specifically if portfolio and serial entrepreneurs are different in detecting and exploiting opportunities. ( Kirschenhofer, Lechner, & Dowling, 2016)

Achieving success in business depends on the performance of the tasks of management and internal coordination and the efficiency with which the company competes.(Vargas-Hernández, 2016)

## **REVIEW OF LITERATURE**

Social entrepreneurship represents the potential of solving basic social problems such as: poverty, unemployment, environmental pollution, and so on.

Additionally, education in social entrepreneurship also suffers „ from a lack of a clear theorizing“ (Pache & Chowdhury, 2012)

Social entrepreneurship involves social value creation activities and like many change-oriented activities does not take place in a vacuum. Rather, it develops within a complex context of political, economic, and social changes and on the local and global levels. (Razavi , Asadi , Esfandabadi, & Ekbatani , 2014)

Although social entrepreneurship is a relatively new concept, traces can be found in the history of entrepreneurship development. Humanitarian associations exist since the middle ages, and long history also has agricultural cooperatives, credit unions, mutual societies, endowments and foundations.

In the period between 1950-1990. The leading expert in the field of social entrepreneurship is Michael Young, who is considered to be the most successful world entrepreneur in the field of social entrepreneurship, the creator of the School for Social Entrepreneurs, this school supports individuals to realize their individual potential, establish and sustain social enterprises as well business based on social components. Today, a more prominent social enterprise is the Grameen Group. The Grameen Group operates in the form of a network consisting of 30 sister companies linked to Bangladesh Grameen Bank, the founder of the idea of micro-crediting, which has so far approved loans of more than 7, 5 million euro's to poor people, 97% of which are women. In the literature, the criteria identified by researchers from the (European Research Network), are often used to identify social enterprises and their clear profiling.(EMES)

Social entrepreneurship is defined as „a business whose primary goals are primary and where income is reinvested according to the same (social) goal rather than maximizing the profit of stakeholders or owners.

On the one hand, value creation involves innovative activities and initiatives that benefit stakeholders beyond the individual and/or organizational level. On the other hand, value capture involves benefits that are realized by specific individuals and/or organizations. (Mars & Burd , 2013)

In Western Europe, social enterprises first appeared in the late 1970s, when the first manifestations of the state's inability to meet the needs of all citizens met with their regulation, and to tackle the growing inequality and social inclusion, mostly caused by the reduction of economic growth and employment. The

growing interest in social enterprises that is emerging lately is conditioned by the recognition of their capacity to deal with economic and social problems that the public and business sectors are unable to solve. In Europe, there are currently over 40 different forms of association in the field of social economy, with innovative approaches to solving problems in the domain of social services, such as education, health, environmental protection, housing and fair market conditions.

It is estimated that the social entrepreneurship sector in the world it employs about 40 million people, with around 2 million business entities in the European Union, accounting for 10% of the total number. The most common forms in all countries are associations and cooperatives. The choice of the organizational form mostly depends on the legislation in the country, i.e. whether the law allows non-profit organizations to deal with market activities and to what extent

Although social entrepreneurship can occur in any area of activity for social purposes, it has been shown that it mainly occurs in Europe in two main types of activities: integration into the labor market and social welfare services in the community. (Velev, 2011)

Social enterprises focused on labor integration appear in almost all European countries, and mostly developed from former shelters for unemployed or protective workshops in which different production or service activities were organized. The model of social entrepreneurship in Bosnia and Herzegovina there is no specific area of activity, nor does it envisage special incentives and facilities. It refers to all forms of enterprises and organizations that are at least partly involved in social-entrepreneurial activities and are directed to the common good.

In Bosnia and Herzegovina, there is no platform for the development of social enterprises. This can be explained by the lack of information on European experiences, models and the Bosnian and Herzegovina opportunities and needs related to social entrepreneurship. In this context, it is possible to recommend the establishment of a platform for social entrepreneurship, as well as information and education, on social entrepreneurship. In this work, the creators of strategies and policies in Bosnia and Herzegovina at all levels, from local to state level, need to be adequately represented in the European concept of social entrepreneurship, as a potential solution to the problem of youth unemployment in rural and urban areas. It is important to point out that the

first study in the field of social services, entrepreneurship for persons with disabilities, with recommendations, done in Banja Luka in 2008. Initiative for the development of a strategy for the development of social or social entrepreneurship launched in Republic Srpska in 2009, and the Initiative for the formation of the Coalition for the Development of Social / Social Entrepreneurship „We Can Join More“ was launched. It is necessary to approach social entrepreneurship and make it visible through strategies and policies public sector through horizontals and verticals from local to entity level, inter alia through the development of the Media Strategy for the Promotion of Social Entrepreneurship.(Ninković-Papić, 2012)

Social enterprises can be classified and divided according to different criteria. One of the commonly used criteria is the level of integration of social programs and business activities of social enterprises. According to this criterion, social enterprises are classified as:

1. Internal social enterprises (Non-profit organizations establish this model of the company);
2. Integrated social enterprises (used as financing mechanisms)
3. External social enterprises (Non-profit organizations establish these companies to finance social services and business costs). (Kolin & Petrušić, 2008)

It is possible to identify several main legal models that appear in the legislation on social entrepreneurship in European countries: Co-operative model refers to co-operative societies. This form is present in Italy, France, Portugal and Poland. The company model is based on profit and limited distribution of profits. This model is typical of Belgium and Great Britain. The Open Model, for which the legal-organizational form is not important, has already been recognized and legally regulated social-entrepreneurial activity. The model appears in Finland and Italy.

Social entrepreneurs, society and communities have power to generate employment and social welfare. Social entrepreneur have power to do social work, improve quality of life, work life balance and sustainable social development with employment of power through Incorporating business models, strategy and empowerment.(Mehta, 2016)

Creating environments that foster ongoing social innovation is likely to be critical in this respect, and may be usefully informed by understandings gained in the business and science arenas.(Biggs , Westley , & Carpenter , 2010)

## RESEARCH METHODOLOGY

With the conducted survey, we tried to determine how many people know the notion of entrepreneurship and social entrepreneurship and are they aware of the opportunities and benefits offered by social entrepreneurship in the territory of Republic of Srpska. Also, the results of the survey will show how many respondents are familiar with other concepts that are important for the development of social entrepreneurship. The aim of the research is to point out the importance of the development of social entrepreneurship and its advantages and opportunities offered by this type of business.

The conditions for participation in the research are those between 18 and 50 years of male and female sex, divided into three groups of 18-25, 26-35 and 36-50 years. The report is based on non-experimental research data collected from the target group of respondents, which indicates that these are quantitative research. The technique used in the research function is the method of an anonymous questionnaire filling and interview without requiring basic identification data, composed of 5 questions.

The research was carried out in the period from 09. 01. - 10. 01. 2017, the sample is considered to be one of the group of systemic samples, which included 63 respondents. After completing the survey was carried out editing of questionnaires and found that 12 of the questionnaire has not been filled with all the data, and on this occasion it rejected. The sample on which the survey was completed is 61 respondents.

The list of research questions used in the research, besides general questions, included a specific set of questions that concerned the information of respondents and their attitudes regarding their attitudes towards social entrepreneurship. In pursuing the set goal of the research, I started from the following research questions:

1. Do you know what is meant by the term entrepreneurship?
2. Do you know how to make a division of entrepreneurship, or to list the types of entrepreneurship?
3. Do you know how to explain the concept of social entrepreneurship?
4. Do you know how to list an example of a social enterprise from your immediate environment?
5. Do you consider that social (social) entrepreneurship can function successfully in the territory of our country?

## RESULTS AND DISCUSSION

After the completed research, the analysis of empirical data was performed using Statplus 2009 and SPSS 22 statistical programs, with special emphasis on descriptive statistics, distribution testing, hi-square and ANOVA). The research was carried out on the territory of Republic Srpska, the research attempted to determine the attitudes of the respondents in the surveyed issues, on a random sample of 61 and respondent.

If we analyze the demographic structure of the respondents, it was found those 27 (44.262%) male respondents and 34 (55.738%) female respondents. According to the age group, the most experienced respondents were between 26-35 them 26 years old (42.623%), the second age group is younger respondents aged 18-25, with 29,508% of respondents, the third group consists of respondents between 36-50 years old 27.869%.

The following table gives an overview of descriptive analysis and analysis of the socioeconomic structure.

**Table 1:** Demographic variables

Demographic variables	Respondents	Percent	Mean	St.Error	St. Deviation	Variance
Gender			1,56	.064	.501	.251
Male	27	44.262				
Female	34	55.738				
Age			1,98	.098	.764	.583
18-25	18	29.508				
26-35	26	42.623				
36-55	17	27.869				
Education			1,70	.085	.667	.445
High school	25	40.984				
Faculty	29	47.541				
Master or PhD	7	11.475				

**Source:** author calculations

The results of the tests are shown in Tables and Graph.

### Q1 - Analysis of the level of knowledge of the term entrepreneurship

**Table 2:** Knowledge of the Entrepreneurship Introduction.

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	47	77,00	77,00	77,00
No	14	23,00	23,00	100,00
Total	61	100,00	100,00	
Levene test	.926			
Sig.	.340			

**Source:** author calculations

The knowledge of the basic term of entrepreneurship - out of a total of 61 respondents, 77% of respondents answered with what the term refers to, while 23% of respondents answered with NO what constitutes their ignorance on this issue. According to the above, it can be concluded that most respondents know what is meant by the concept of entrepreneurship. The homogeneity test of the variance or Leven's test indicates if the probability of the test is greater than 0.05 in this case Sig. 0,340 we have no reason to doubt the assumption of homogeneity of the variance, that is, the variation of the dependent variable is equal in all groups, as shown in Table 2.

Q2- Do you know how to make a division of entrepreneurship, or to list the types of entrepreneurship? Possible responses were open type, which means that it was necessary to list what kind of types of activities it was necessary. 15 (24.59%) of respondents knew that they listed some types of entrepreneurship, while 46 (75.41%) of the respondents did not know how to list the types entrepreneurship. The Kruskal-Wallis Test did not reveal a statistically significant difference in the level of knowledge of three different age groups for a given issue. ( $Gp1, n = 18$ : 18-25;  $Gp2, n = 26$ : 26-35;  $Gp3, n = 17$ : 36-55),  $c2 (2, n = 61) = 0.476$ . This result shows in Table 3.

**Table 3.** Overview of knowledge about types of entrepreneurship

<b>Types of entrepreneurship</b>	<b>N</b>	<b>Mean Rank</b>	
Age	18-25	18	31,72
	26-35	26	32,63
	36-55	17	27,74
Total	61		
Kruskal-Wallis Test			
Chi-Square	1,483		
df	2		
Asymp. Sig.	,476		

**Source:** author calculations

Q3 - Do you know how to explain the notion of social entrepreneurship - out of the total number of people surveyed 36 people know how to explain the notion of social entrepreneurship, 19 people do not know how to explain the concept of social entrepreneurship while 6 people wrote it explain in his words the notion of social entrepreneurship. If we take into account the answers to the survey question 3. We see that 36 people know what is meant by the concept of social entrepreneurship. We can say that this represents a positive data and a shift in this issue in the observed territory.

The significance level of the Levene test (Sig.) is 0.916 or greater than 0.05 means that the assumption of equality of variance has not been impaired. Differences between groups can be seen in the Sig column. (2-tailed) and 0.724 given that this is higher than 0.05, it can be concluded that there is no statistically significant difference between the mean values.

The T-test of independent samples compared the results of testing the knowledge of terms for the first two observed groups of subjects between 18-25 and 26-35 years.

The significance level of the Levene test for the other two observed groups of subjects between 18-25 and 36-55 years, (Sig.) Is 0.453 which is greater than 0.05, which means that the assumption of equality of variance is not distorted. Differences between groups Sig. (2-tailed) and 0.698 is greater than 0.05, it is concluded that there is no statistically significant difference between the mean values of the observed values.

The significance of the Levene test for the last two observed groups of subjects between 26-35 and 36-55 years, (Sig.) is 0.344 greater than 0.05, so the assumption of equality of variance is not distorted. Differences between groups Sig. (2-tailed) is 0.425 greater than 0.05, so there is no statistically significant difference between the mean values of the observed sizes. Showing results in Table 4.

**Table 4:** Display Knowledge of the concept of social entrepreneurship of the observed groups

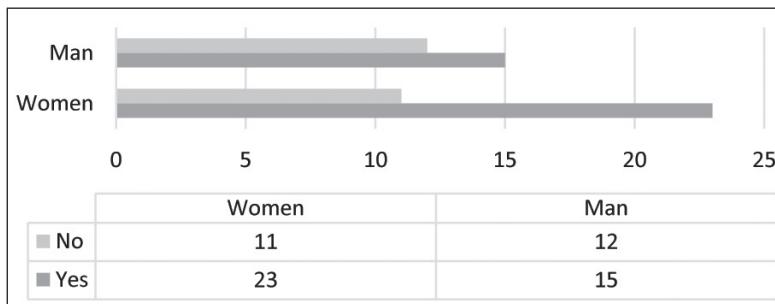
Age	Statistic			Statistic			Statistic		
	18-25	N	18	18-25	N	18	26-35	N	26
	Mean		1,50		Mean		1,50		Mean
	Std. Deviation		,707		Std. Deviation		,707		Std. Deviation
	Std. Error Mean		,167		Std. Error Mean		,167		Std. Error Mean
26-35	N	26	36-55	N	17	36-55	N	17	
	Mean		1,58		Mean		1,41		Mean
	Std. Deviation		,703		Std. Deviation		,618		Std. Deviation
	Std. Error Mean		,138		Std. Error Mean		,150		Std. Error Mean
Levene's Test for Equality of Variances									
F			,011				,576		,915
Sig.			,916				,453		,344
t-test for Equality of Means									
Sig. (2-tailed)			,724				,698		,425

**Source:** author calculations

Q4 - Do you know how to list an example of a social enterprise from your immediate environment - Possible answers were Yes and No.

The results of the research are as follows: Chi-square with Yates correction - Chi squared equals 0.493 with 1 degrees of freedom. The two-tailed P value equals 0.4827. The association between rows (groups) and columns (outcomes) is considered not statistically significant. Out of the total number of respondents, 61 respondents, 38 (62.29%) responded Yes, which means that they know how to

give examples from practice - a social enterprise, and 23 (37.70%) answered No that means they do not know. This result shows in Graph 1.



**Graph 1.** Presentation of knowledge about social enterprises from the environment

**Source:** author

Q5 - Do you think that social (social) entrepreneurship can function successfully in the territory of our country? Of the total number of respondents, 40 answered yes, which means that social entrepreneurship can function successfully in the territory of our country. The data given in Table 5.

**Table 5.** Display of Descriptive Statistics and  $\chi^2$  Test

Analysis of Variance (One-Way)				
Alpha value (for confidence interval) 0,05<5,99				
Groups	Sample size	Sum	Mean	Variance
Variable #1	2	18,	9,	32,
Variable #2	2	25,	12,5	4,5
Variable #3	2	17,	8,5	24,5
ANOVA				
Source of Variation	SS	df	MS	F F crit
Between Groups	19,	2	9,5	0,4672 148,5
Within Groups	61,	3	20,3333	
Chi-test	0,2290			p-level
Total	80,	5		0,6658

**Source:** author calculations

In order to test the hypothesized hypothesis, a non-parametric  $\chi^2$  Test was used, and the test of the independence of the features according to the following formula  $\chi_{02} = \sum_{i=1}^m (f_i - f_i(t))^2 / f_i(t)$ .

The following answers were obtained from the three groups of respondents by statistical analysis of the obtained data of the question posed. Based on the results of the study, it was found out that there was no statistically significant difference between the two groups of respondents in the positions where the Chi-Square equals 0,2290 with 2 degrees of freedom.

The two-sided p value is 0.6658. The relationship between rows (groups) and columns (outcomes) is considered to be of no statistically significant difference. As shown in Table 5. As the calculated value  $X^2=0, 2290 < 5, 99$ , since the calculated value  $X^2$  is less than the table critical value, means that the set zero hypothesis is accepted, it can be concluded that the views of the respondent are found in a tight connection, but there is no statistically significant difference, that the development of social entrepreneurship can function successfully in the territory of the Republic of Srpska / B&H.

## CONCLUSION

It is concluded that it is imperative to present a social entrepreneurship program as a program for the social inclusion of hard-to-employ categories (vulnerable groups such as: war and non-disabled persons, ex-addicts of narcotics, alcohol, convicts, in the family, long-term unemployed), as well as to present the possibility of obtaining technical and financial support from European institutions and organizations for social entrepreneurship, and that the population is educated on this issue, since social entrepreneurship in Bosnia and Herzegovina has not been sufficiently explored.

Based on hypothesized  $H_0$  - Development of social entrepreneurship can function successfully in the territory of the Republic of Srpska / BiH - which means that social entrepreneurship can be the backbone of the development of our society, based on the given research, it came to the conclusion that the accepted hypothesis is accepted.

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# UPRAVLJANJE RAZVOJEM SOCIJALNOG PREDUZETNIŠTVA

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**Apstrakt:** Nagli rast socijalnog preduzetništva karakteriše porast socijalnih nejednakosti i siromaštva u svijetu, što predstavlja posljedicu razvoja globalizacije. O socijalnom preduzetništvu i njegovim dometima u Bosni i Hercegovini generalno jako malo se zna i radi, zbog čega ono predstavlja prostor i izazov za dalje i sistematicnije istraživanje. Predmet istraživanja odnosi se na razvoj socijalnog preduzetništva i na ukazivanje značaja primjene i usvajanja ovog oblika poslovanja u narednom periodu na našim prostorima. Istraživanje je urađeno sa ciljem da se ukaže na značaj razvoja socijalnog preduzetništva koje pruža ovaj vid poslovanja, kao i da se utvrdi nivo znanja ispitanika o ovakvoj vrsti poslovanja. Za ovu vrstu istraživanja korištena su kvalitativna istraživanja i formiran je upitnik. Upitnik je sastavljen od pet pitanja, nakon završenog istraživanja na reprezentativnom uzorku, empirijski podaci su obradeni i statističkim programom SPSS 2 i StatPlus 2009. U radu je postavljena i testirana sljedeća nulta hipoteza  $H_0$ -Razvoj socijalnog preduzetništva može uspješno da funkcioniše na teritoriji Republike Srpske/BiH.

**Ključne riječi:** upravljanje, preduzetništvo, razvoj, analiza.

**Jel kod:** L26, E21, D57, M11

## **IMPLEMENTACIJA LEAN METODOLOGIJE U PROIZVODNIM PREDUZEĆIMA**

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**Apstrakt:** *Kao savremeni način razmišljanja lean metodologija koristi alate, koji su usmjereni prema kontinuiranom poboljšanju funkciranja sistema uz kontinuirano savršenstvo. Lean proizvodnja (LP) podrazumijeva manje rada na radnom mjestu, manje proizvodnog prostora, manje investicija, manje vremena i manje alata i zaliha. Metodologija je koncipirana tako da se njom planira i upravlja po etapama, neophodna je za realizaciju definisanih ciljeva proizvodnog sistema. Lean preduzeća su prvenstveno fokusirana na rast, povećanje profitabilnosti i vrijednosti za kupca, ali su i povećanje produktivnosti, unapređenje kvaliteta proizvoda i procesa, kao i sistema isporuke također važni elementi za unapređenje efikasnosti poslovanja. U radu će se predstaviti metodologija implementacije lean koncepta za unaprijeđenje produktivnosti u proizvodnim preduzećima.*

**Ključne riječi:** lean metodologija, proizvodna preduzeća, produktivnost, efikasnost poslovanja.

**JEL:** J24, M12

### **UVOD**

Današnji poslovni svijet karakterišu brze tržišne promjene, kupci su sve više zahtjevnii. Njihove potrebe kontinuirano se mijenjaju. Traže kvalitetan proizvod po niskoj cijeni. Osnovni cilj svakog preduzeća je postizanje poslovne izvrsnosti. Jedna od metodologija za postizanje poslovne izvrsnosti je Lean proizvodnja.

Lean proizvodnja se sistemski pristup identifovanja aktivnosti i njihovo eliminiranje koje ne stvaraju dodanu vrijednost. Proces implementacije lean proizvodnje nije jedinstven za svako preduzeće. Međutim postoje pojmovi koji su svojstveni svim procesima implementacije lean proizvodnje.

Poboljšanja su među najvažnijim aktivnostima preduzeća, koja žele zadražati konkurenčku prednost. Poboljšanja su potrebna jer:

- Rezultati većine procesa ukoliko se ne ulaže u poboljšanje, pokazuju sklonost slabljenju;
- Izostanak poboljšanja vodi organizaciju ka lošijem konkurenstkom položaju;
- Kupci su sve zahtjevniji, a ne ispunjenje njihovih zahtjeva znači njihovo gubljenje.

Put do ovakvih rezultata nije jednostavan. Pred uspješnim organizacijama stoje različite metodologije:

- Kvalitet proizvoda ili usluga;
- Dobit;
- Motivisanost svih zaposlenika;
- Zadovoljstvo kupaca;
- Efikasnost procesa;
- Tehnologija.

U ovom radu će se fokusno područje biti na lean metodologiji u funkciji poboljšanja efikasnosti proizvodnih preduzeća.

Cilj do postizanja poslovne izvrsnosti nikad nije gotov. Cilj je da taj proces postane stalna praksa i dio radne kulture organizacije kao ide kao visokoj poslovnoj izvrsnosti.

## **TEORIJSKE POSTAVKE LEAN METODOLOGIJE**

Lean metodologiju definiraju kao sinkronizaciju u kojoj elementi koji su značajni za pružanje usluga i proizvodnju proizvoda sinkronizirano prolaze kroz sustav i time se kupcu uvijek pruža točno ono što želi, usluga ili proizvod vrhunske su kvalitete, kupcu se pruža točno ona količina koju kupac želi u vrijeme kada kupac želi i na mjestu na kojem kupac želi. Sve navedeno se želi postići uz minimalne troškove (Slack N., Brandon-Jones A. i Johnston R., 2013: 465.).

Osnovno načelo Lean proizvodnje je da se proizvodi tačno ono što kupac želi, tj. kvalitetu i količinu proizvoda direktno diktira tržište. (Pipunić A. i Grubišić D., 2014:541).

Cilj Lean razmišljanja u prvome redu svoga središta ima kreiranje vrijednosti za kupca. Iz toga središta nastoji iz manjega izvući što više. Na temelju toga može se zaključiti da je usmjerenost Lean poduzeća: (Žvorc M., 2013:695):

- prema kupcu jer se na temelju njegovih želja zacrtavaju ciljevi i strategije
- prema kontinuiranim promjenama i poboljšanjima procesa,
- prema uočavanju problema i njihovom trajnom rješavanju,
- prema inovacijama.
- oblikovanju organizacijske strukture određene tijekom vrijednosti zakupce,
- prema standardizaciji rada.

Velika je zabluda kako se Lean može primijeniti samo u proizvodnim organizacijama. Lean pristup primjenjiv je u svim djelatnostima i u svim organizacijskim strukturama. Doduše i same organizacijske strukture mogu biti predmet promjena baš uslijed implementacije Lean managementa. Lean načinom razmišljanja reduciramo nepotrebne poteze u aktivnostima koje stvaraju, ali i u aktivnostima koje ne stvaraju vrijednost za kupce. Te aktivnosti su: proizvodnja proizvoda, provjera kvalitete i kvantitete, isporuka proizvoda, isporuka usluga, razvoj ambalaže, ispunjavanje obrazaca, kontakti s kupcima, prodaja, kontakti s dobavljačima – nabavni poslovi, marketing, odgovaranje na pitanja kupaca itd. Sve te aktivnosti ne obilježavaju isključivo proizvodnju. Što se Leana tiče, proizvodnja uopće ne mora postojati u organizaciji. U svim se tim spomenutima aktivnostima mogu pronaći snagu. Kad se postigne što manje otpada, oštećenja, zastoja, zaliha, papirologije, pogrešaka, izostajanja s posla, dezinformacija, tada se može zaključiti da se organizacija kreće pravim Lean putem. (Žvorc M., 2013:696).

Kad se govori o Lean sistemu u proizvodnim organizacijama mora se osigurati nekoliko stvari kako bi Lean uspješno funkcionirao, a te stvari su: (Prester, J., 2012:257.):

- proizvodnja mora biti dobro uhodana i ujednačena,
- ljudi i oprema moraju biti fleksibilni,
- kvaliteta mora biti ekstremno visoka,
- oprema i strojevi moraju biti pouzdani,
- dobavljači moraju biti pouzdani,
- trajanje zamjene alata mora biti što kraće,
- mora vladati velika disciplina.

Značenje riječi Lean može se sažeti u pet osnovnih načela: (Piškor M. i Kondić V., 2010:37).

- precizno definiranje vrijednosti proizvoda sa stajališta kupca,
- prepoznavanje toka vrijednosti (value stream) za određenu vrstuproizvoda,
- ujednačen i kontinuiran tok proizvodnje (tok materijala i informacija),
- povlačenje ( „pull“ ) proizvoda kroz cjelokupan proces proizvodnje,
- težnja za savršenstvom.

## OSNOVNI PRINCIPI LEAN METODOLOGIJE

Prema Rother i Shook (2003) osnovni principi LM-a su: vrijednost za kupca (*eng. customer value*), tok vrijednosti (*eng. value stream*), kontinualni tok (*eng. continuous flow*), strategija izvlačenja (*eng. pull*) i savršenstvo/kontinualno poboljšanje (*eng. perfection/continuous improvement*). Princip vrijednost za kupce označava sposobnost preduzeća da ispunи u potpunosti na vrijeme i po pravoj cijeni zahtjeve kupca za proizvode i usluge.

Princip toka vrijednosti se fokusira na efikasne i standardizovane procese rada, odnosno samo stavke koje su potrebne za narednu fazu ili operacije. Ključni elementi za uspješnu implementaciju standardizacije u LM su: operacije, vrijeme, alat i pribor, (Österman i Fundin, 2014:112).

Princip "kontinualni tok" osigurava stabilan protok pri radu koji minimizira zastavljanja, otpad, proizvode lošijeg kvaliteta, i ponavljanje koraka (Womack i Jones, 2003:215).

Princip, ili strategija izvlačenja označava pokretanje zahtjeva od strane kupca u cilju zadovoljenja i ispunjenja traženih aktivnosti koja u sebi generiše sve potrebne aktivnosti do konačne montaže, (Åhlström, 1998: 156). Princip kontinualnog unaprijeđenja ukazuje na neprestanu tendenciju da se zadovolje potrebe kupaca i da se unapredi proces proizvodnje bez grešaka, (Veža et al., 2011:52).

Međutim, ova praksa je uspješno korištena u susjednim zemljama, kao što su Slovenija, Rumunija i Makedonija. Za njih, ovaj novi pristup omogućuje prednosti koje dovode dopoljšanja poslovne prakse. U tu svrhu, očekujemo da se novi pristup generisati značajne prednosti koje će dovesti do unaprijeđenja poslovne prakse.

## MODELIRANJE POSLOVNIH PROCESA PREMA LEAN METODOLOGIJI

Optimizacija i dobra organizacija proizvodnih i poslovnih procesa dovodi do minimizacije troškova i povećanja prihoda, te stoga treba naći najefikasniji alat i metod da se to postigne.

S obzirom da su svi proizvodni i uslužni sistemi dinamičke prirode, nije ih moguće uvijek i u potpunosti modelovati analitičkim tehnikama. Naime, metode modelovanja se mogu podijeliti prema rastućoj složenosti sistema, odnosno problema koji se riješava, pa tako postoje (Čerić, 1993:112, Cerjaković, 2008:114):

1. Analitičko modelovanje – opis modela i rješenje problema je u analitičkom obliku (algebarske, diferencijalne jednačnine) odnosno funkcijске veze zavisnih od nezavisnih varijabli.
2. Numeričke metode – model se opisuje u analitičkom obliku, ali se zbog nemogućnosti pronalaženja analitičkog rešenja primjenjuju numerički postupci odnosno pronalaženje parova vrijednosti zavisnih i nezavisnih varijabli koji zadovoljavaju zadate jednačine modela.
3. Simulacioni modeli – zbog nemogućnosti prikaza složenih dinamičkih problema u analitičkom obliku, modeli se zadaju u proceduralnom obliku kojim se prikazuje način rada sistema.

## METODOLOGIJA IMPLEMENTACIJE LEAN KONCEPTA ZA UNAPRIJĐENJE PRODUKTIVNOSTI

### **Lean proizvodnja**

Stone je u preglednom radu (Stone, 2012:39) godine identikovao „četiri decenije leana“

- 1991-1996 – faza diseminacije koja je započela pojavom najznačajnijih knjiga u ovoj oblasti od autora kao što su Womack, Ohno i drugi,
- 1997-2000 – faza implementacije i pojave empirijskih studija iz ove oblasti,
- 2001-2005 – faza preduzeća što podrazumijeva širenje lean filozofije na cijelo preduzeće, a ne samo u proizvodnom procesu i
- 2006-2009 – faza performansi u smislu uvođenje sistema mjerjenja performansi, odnosno postignutih rezultata lean transformacijom.

Iz ove četiri decenije postojanja lean-a kao filozofije poslovanja, ukazano je na neka važnija obilježja tog perioda i kakve uticaje ova pojava ostvaruje. Važno je znati da se lean razvijao u proizvodnom okruženju, ali na takav način da može biti primijenjen i u drugim dijelovima preduzeća, a i u drugim granama privrede, prije svega u uslugama. Interesovanje za istraživanjima u ovoj oblasti konstantno raste i dalje je pod velikim uticajem Toyota poslovнog koncepta.

To za posljedicu često ima teškoće za pronalaženje ove teme izvan okvira tehnika japanskog menadžmenta i proizvodnog konteksta. Mada, sve više se može primjetiti porast interesovanja za ovu temu izvan okvira inženjerskih disciplina i njeno prisutvo u oblasti ljudskih resursa, finansija i slično.

S obzirom da se tokom vremena uočilo da postoje problemi prilikom same implementacije, može se primjetiti da se sve više pojavljuju naslovi koji su rezultat

praktičnih istraživanja i ukazuju na to "kako uraditi" i kao najvažnije, lean implementacija je mnogo uspješnija ukoliko je prihvaćena sa strateškog aspekta i usaglašena na nivou cijelog preduzeća.

Primjer lean prozvodnje je Tpyota. Toyota proizvodni sistem je izvorni naziv koji je prihvaćen i koji se koristi u Japanu, dok je lean proizvodnja zapadnjačka adaptacija ovog termina.

Preduzeće Toyota kreira idealno okruženje za implementaciju lean tehnika i alata tako što neguje atmosferu kontinuiranog unaprijeđenja i učenja, zadovoljava zahtjeve kupaca uz istovremenu eliminaciju gubitaka, postiže zadovoljavajući kvalitet iz prvog puta, stvara lidere unutar preduzeća i ne regrutuje ih iz spoljašnjeg okruženja, uči svoje zaposlene da rješavaju problem i unapređuje svoje poslovanje zajedno sa partnerima (Liker, 2004:49). Tako je i Liker, na osnovu dvadesetogodišnjeg istraživanja koje je sprovedio u Toyotinim preduzećima u Japanu i Americi identifikovao i definisao 14 menadžment principa na kojima se zasniva poslovanje i podelio ih je u 4 kategorije: (1) filozofija, (2) proces, (3) ljudi/partneri i (4) rješavanje problema i nazvao je to 4P modelom, a principi su:

1. Dugoročne odluke menadžmenta, čak i ako one narušavaju kratkoročne finansijske ciljeve. Najvažniji faktor uspjeha je upravo strpljenje;
2. Kreiranje kontinuiranih procesa i tokova kako bi problem izašli na površinu. Jednopredmetni tokovi obezbeđuju kvalitet proizvoda, povećavaju fleksibilnost, povećavaju produktivnost, racionalizuju korištenje prostora, smanjuju troškove;
3. Uravnoteženje opterećenja, što je osnovni preduslov za uvođenje pull sistema;
4. Stvaranje kulture koja nalaže prekidanje procesa kako bi se riješio problem i kako bi se dobio zadovoljavajući kvalitet iz prvog puta;
5. Standardizacija procesa je osnova za kontinuirano unaprijeđenje i osnaživanje radne snage;
6. Korištenje vizuelne kontrole obezbjeđuje otkrivanje svih problema u procesima;
7. Korištenje pouzdanih i prethodno testiranih tehnologija. Prije uvođenje i usvajanja novih tehnologija, Toyota sprovodi veoma detaljnu analizu i ispituje sve potencijalne uticaje koje ta tehnologija može da ima na proces;
8. Razvoj lidera koji zaista znaju da rade svoj posao, razumiju i prihvataju lean filozofiju i znaju da uče druge.

## ZAKLJUČAK

Ovim radom naglašena je uloga lean metodologije u proizvodnim preduzeća, te je ukazano da je njena implementacija više nego poželjna u preduzećima.

Preduzeća koja žele ostati na tržištu moraju se okrenuti zahtjevima kupaca. Cijenu proizvoda ili usluge određuju kupci, a oni postaju asve zahtjevniji. Njihovi zahtjevi se sastoje u tome da žele kvalitetan proizvod, u što kraćem roku.

Aplikativnošću osnovnih i naprednih lean metoda i alata unaprijdeju se proizvodni procesi u preduzeću, povećava se njihova efikasnost, što u konačnici ima za rezultat povećanje dobiti preduzeća.

Do danas je razvijeno mnogo alata u okviru lean metodologije, ali lean ne isključuje primjenu drugih metoda iz oblasti menadžmenta, matematike i statistike.

Uvođenje lean proizvodnog sistema je jedinstven je proces za svako preduzeće. Timovi koji se zaduže za poboljšanje odlučuju o alatima koji će se primijeniti.

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# IMPLEMENTATION OF LEAN METHODOLOGY THE PRODUCTION COMPANY

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**Abstract:** As a modern way of thinking lean methodology uses tools that are directed towards the continuous improvement of the functioning of the system with continuous perfection. Lean production (LP) means less work in the workplace, less manufacturing space, less investment, less time and fewer tools and supplies. The methodology is designed so that it is planned and managed in stages, necessary for the realization of the objectives defined production system. Lean companies are primarily focused on growth, increase profitability and customer value, but also increase productivity, improve the quality of products and processes, as well as the delivery systems are also important elements for improving business efficiency. This paper will present the methodology of implementation of lean concepts for improving productivity in manufacturing companies.

**Keywords:** metodologija lean, manufacturing companies, productivity, business efficiency.

**JEL:** J24, M12.

# MATRIČNI ASPEKTI PREDIKCIJE POSLOVNE EFIKASNOSTI MALIH I SREDNJIH PREDUZEĆA KAO PREDUSLOV MEĐUNARODNE KONKURENTNOSTI

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**Apstrakt:** Preduzetnička aktivnost zemalja u tranziciji, kao što je RS i BiH, bremenita je brojnim prijetnjama iz okruženja, što se posebno odnosi na izostanak adekvatne obrazovanosti preduzetnika, institucionalne podrške kao i komunikacione infrastrukture među njima, zatim njihovom značajnom finansijskom imoptentnošću. Potencijal preduzetničke aktivnosti MiS – ih preduzeća, predstavlja značajan preduslov razvoja nacionalne privrede kao i preduslov prevencije i/ili izlaska iz ekomske krize, uz uslov da se njihov potencijal eksploriše planskim, a ne stihiskim pristupom. Maksimizacija tržišnog potencijala i resursnih mogućnosti, zahtijeva izgradnju adekvatnog sistema odlučivanja, gdje se problemi rješavaju planskim sagledavanjem, selekcijom, aplikacijom i metrikom sistemskog okruženja sa aspekta zančajnosti, uz istovremeno uvažavanje internih potencijala. Adekvatna komunikacija donosioca odluke sa teorijskim modelima, i njihova efikasna implementacija u poslovno planiranje aktivnosti omogućava poslovnim sistemima, tako i MiS preduzećima, da optimalnom kombinacijom vlastitih potencijala i poslovnog okruženja, ostvare maksimalnu poslovnu efikasnost i efektivnost. Teorijski model predstavlja virtuelno pomagalo kojim se vrši simboličko – kvantitativna deskripcija realnog sistema, pri čemu je stepen saglasnosti modela i niova realiteta kojega njime opisuјemo determinišući faktor uspješnosti realne aplikacije modeliranih informacija. Klasifikacija faktora odlučivanja treba ići u pravcu prepoznavanja ulaznih, slučajnih i izlaznih promjenljivi, kao i detekcije uslova i oblika njihove međuzavisnosti, prilagođenih uslovima odlučivanja.

**Ključne riječi:** mala i srednja preduzeća, optimalna poslovna efikasnost, virtuelno pomagalo, modelska predikcija, matrični prikaz poslovnih rezultata

**JEL klasifikacija:** C1, F1

## UVOD

Mala i srednja preduzeća čine okosnicu društveno – ekonomskog razvoja sa staničništa zaposlenosti, povoljnog uticaja na ponudu tržišta rada, uvećavanje potentnosti i obima u bruto društvenog proizvoda, izvoza, uvoza i uopšteno svih pokazatelja tržišno – ekonomskog razvoja. Prethodno navedene činjenice ukazuju na potrebu maksimizacije potencijala ovog segmenta poslovno – ekonomskog miljea, čime bi se efikasno angažovali raspoloživi resursi u funkciji jačanja privrede u cjelini.

Efekti ulaganja u postupku analize i predviđanja poslovne efikasnosti u periodu eksploatacije uloženih sredstava zahtjevaju suptilno balansiranje ograničenim razvojnim sredstvima, kako bi se maksimizirali efekti njihove reputacije. Izgradnja sistema odlučivanja polazi od ulaznih promjenljivih, a odnosi se na informacije, njihovo prikupljanje, dovoljnost, potentnost, klasifikacija i kvantifikacija predstavljaju platformu selekcije i eksploracije adekvatnog teorijskog modela.

Model teorije igara omogućava da se racionalno sagledaju efekti ulaganja razvojnih sredstava sa aspekta ulagača, bilo da se radi o direktnim ili globalnim efektima objektivizacije preduzetničke vizije. Klasa modela iz oblasti odlučivanja u uslovima neizvjesnosti omogućava da se racionalno sagledaju efekti objektivizacije preduzetničke vizije u varijantama mogućih poslovno – tržišnih dešavnja, kako sa aspekta modeliranog sistema, tako i sa aspekta globalnog poslovnog sistema.

Istraživačka inspiracija akceptovana je na sagledavanje globalnog doprinosa preduzetničke vizije upotrebom komparativne metode rangiranja kandidovanih preduzetničkih projekata čime se omogućava adekvatna prezentacija doprinosa upravljačke vizije globalnom poslovnom sistemu. Navedeni pristup omogućava da se sagledaju upravljačke konsekvene u kontekstu globalnog tržišnog pristupa preduzetničkom poduhvatu, viziji i/ili razvoju postojećeg poslovnog sistema, kao i optimizaciji predloženih poslovnih strategija na mikro nivou.

## DETERMINANTE POSLOVNOG USPJEHA MALIH I SREDNJIH PREDUZEĆA

Kako u razvijenim ekonomijama tako i u zemljama u tranziciji, razvoju preduzetničke inicijative se posvećuje posebna pažnja, upravo zbog važnosti razvojne uloge koja je u novijoj istoriji dodjeljena mikro, malim i srednjim preduzećima zbog njihov doprinos u smanjenju nezaposlenosti, povećanju konkurenčke snage nacionalnih ekonomija kao i doprinosu u njihovom ukupno ostvarenom prihodu.

Statistika pokazuje da u Evropskoj uniji mala i srednja preduzeća su u ukupnom broju preduzeća zastupljena sa 99,8%, te je u ovom sektoru zaposleno preko 66% od ukupnog broja zaposlenih lica. Učešće malih i srednjih preduzeća u ukupnom broju preduzeća u Republici Srpskoj iznosi 99,57% i 68,72% od ukupnog broja zaposlenih radi u MSP, međutim poredeći broj MSP na 1000 stanovnika u Evropskoj uniji je registrovano 44, a u Republici Srpskoj 25 preduzeća. (Sredojević, Lukić, & Milić, Podsticaj samozapošljavanja preko razvoja malih i srednjih preduzeća, 2013)

Zbog navedenog, sektor MSP odnosno pitanja njegove podrške su nezaobilazan dio svake ekonomsko - razvojne politike i strategije koja se definiše na svim nivoima organa upravljanja jer stimulativan poslovni ambijent, prije svega stvara država kroz svoja zakonodavna i razvojna rješenja.

„U uslovima stabilnog ekonomskog razvoja, tj. u uslovima bez spoljnih kriznih uticaja, njihov opstanak, uspjeh i razvoj na odabranim tržišnim segmentima зависи од internih mogućnosti preduzeća, odnosno od konkurentske sposobnosti i znanja da pruže ono što krajnji potrošač očekuje da dobije. Drugim riječima, interni faktori poslovanja su ono što menadžment preduzeća može mijenjati, prilagođavati i poboljšavati u skladu sa raspoloživim znanjem, vještinama, kadrovskom kapacitetima i materijalnim mogućnostima. Njihova sposobnost uspješnog upravljanja i rukovođenja seže do granica gdje počinje djelovanje spoljnih faktora na koje ne mogu imati uticaj, nego im se ostavlja alternativa prilagođavanja, a upravo su prilagodljivost i fleksibilnost karakteristike malih koje ih odvajaju od velikih i komplikovanih poslovnih sistema.“ (Sredojević, 2016)

Sposobnost ekstraverzije poslovnom ambijentu postao je jedan od ključnih determinanti poslovnog uspjeha.

Relativitet pozitivnog poslovnog salda eksternim faktorima uticaja posebno je došao do izražaja nakon svjetske ekonomске krize s kojom je došlo jedno novo redizajnirano poslovno okruženje, ni malo blagonaklonog karaktera prema sektoru MSP kojeg poistovjećuju sa nosiocem ekonomskog i društvenog razvoja.

„Privrede zemalja u tranziciji, a među njima i Republika Srpska (Bosna i Hercegovina), zbog indirektnog uticaja krize 2008.godine, bilježe negativna privredna kretanja koja su se u sektoru malih i srednjih preduzeća manifestovala kroz opadajući trend rasta broja malih i srednjih preduzeća, drastičnog pada zaposlenosti i smanjenja svih pokazatelja uspješnosti poslovanja..,(Sredojević, 2016)

Simbioza izmedju spremnosti na preuzimanje rizika i sposobnosti kreiranja prilagodljivih rješenja u cilju stvaranja bogatstva, kao ključnih odrednica preduzetničke ideologije s jedne strane, te angažovanje svih raspoloživih mjera podrške od strane države i nadležnih institucija, trebalo bi kao krajnji rezultat dati nesmetanog funkcionisanja poslovnih subjekata i prevazilaženje stvorenih razvojnih barijera.

Maksimizacija tržišnog potencijala determinisana je i internim i eksternim faktorima uticaja od kojih treba posebno naglasiti postojeće stručne kompetencije vlasnika, menadžera i zaposlenih, karakteristike proizvoda, spremnost na usavršavanje, izbor tehnologija i sl., zatim nivo tržišne tražnje, administrativne procedure, dostupnost izvora finansiranja, podršku razvoju sektora od strane nadležnih državnih institucija, razvijenost tržišta, korupciju, uvoz jeftine robe, poresku politiku, kamatne stope i dr.

Pored fleksibilnosti, inovativnosti, većeg nivoa nezavisnosti, veće mobilnosti i motivacije kao osnovnih prednosti malih i srednjih preduzeća nad velikim kompanijama, njihov položaj, opstanak i razvoj nije jednostavan, čak i u uslovima koji nemaju kriznih simptoma.

U uslovima opštete krize i postkriznom periodu pored preduslova koji treba ispuniti za uključivanje u vode spoljnotrgovinskog poslovanja, posebno se ističu preduslovi koji se odnose na važnost znanja upravljanja biznisom u vanrednim, tj. kriznim okolnostima kao internog faktora i maksimizacije institucionalne podrške kao eksternog faktora uticaja.

Posljednja kriza je u nasljeđe ostavila jasno upozorenje - šta se dešava ukoliko se zanemari, previdi ili podcijeni visina faktora rizika u praksi. Zbog toga povećani nivo rizika u poslovanju, u uslovima krize, iziskuje što preciznije planiranje, vršna znanja kriznog menadžmenta i upravljanja rizicima uz pretpostavku precizno definisane podrške svih relevantnih kreatora poslovnog ambijenta. Jak i konkurentan sektor malog i srednjeg preduzetništva sa izvoznom orijentacijom bio bi jedan od ključnih odgovora i pokretača procesa izlaska iz recesije. Odgovori na globalnu krizu su koncipirani na nacionalnom nivou, odnosno na nivou preduzeća uz pretpostavku da svaka zemlja, odnosno svaki privredni subjekt, radi sve da bi zaštitila sopstvenu ekonomiju, odnosno svoj pozitivni predznak poslovnih aktivnosti.

U skladu sa navedenim od presudnog značaja je izgradnja adekvatnog sistema odlučivanja, gdje se problemi rješavaju planskim sagledavanjem, selekcijom, aplikacijom i metrikom sistemskog okruženja sa aspekta zančajnosti, uz istovremeno

uvažavanje internih potencijala. Adekvatan teoretski model pruža mogućnost realnijeg planiranja budućih poslovnih aktivnosti uz umanjenje vjerovatnoće neizvjesnosti i rizika na optimalan odnosno prihvatljiv nivo za posovanje.

## **MATRIČNI PRISTUP RANGIRANJU PREDUZETNIČKIH PROJEKATA MIS PREDUZEĆA**

Optimizacija poslovnih strategija, kao i njihovih alternativa omogućava cjelovito sagledavanje kandidovanih poslovnih strategija sa aspekta doprinosa budućim efektima neizvjesnih poslovnih ishoda. Navedeno podrazumijeva izgradnju matrice plaćanja, opšteg oblika:

**Equation 1.** Opšti oblik matrice plaćanja za rangiranje poslovnih strategija MiS preduzeća

$$M = \begin{matrix} S_j \\ A_i [a_{ij}] \end{matrix}$$

(Landika, 2011)

Redovi matrice plaćanja vezuju se za redove matrice plaćanja, koje se odnose na kandidovane poslovne alternative modeliranog poslovnog sistema. Kolone matrice plaćanja vezuju se za stanja prirode a odnose se na beneficije pojedinih kandidovanih alternativa. Pojedine alternative omogućavaju različite beneficije za analizirani poslovni sistem, kao i za globalni društveni sistem. Navedene beneficije mogu biti doprinos poslovnom rezultatu, zaposlenosti, tržišnoj ekspanziji, iskorištenju neaktivnih poslovnih kapaciteta, doprinosu razvoja lokalne i globalne poslovne sredine, i drugi benefiti.

Vrijednost elemenata matrice plaćanja odnose se na rang pojedinih alternativa, kao i njihov značaj u odnosu na druge alternative, tako da svaki element matrice plaćanja –  $a_{ij}$  označava rang alternative, u odnosu na druge alternative, kao i značaj posmatrane beneficije u odnosu na druge beneficije.

Postupaka analize podrazumijeva da se formulisanje elemenata matrice plaćanja realizuje uz uvažavanje velikog broja relevantnih faktora, te veza i odnosa među njima. Strategijski izbor, ne odnosi se na izbor i odbacivanje strategija, kao što naleže uobičajeni pristup, već modelsko rangiranje realizacionih prioriteta u odnosu na direktnе ili opšte benefite.(Landika, 2011)

Problem odlučivanja omogućava, dakle, racionalizaciju rangiranja upravljačkih opcija formiranjem zbirne rang liste kandidovanih upravljačkih opcija, pri čemu

se individualne rang liste formulišu primjenom Hurvičevog, Valdovog, Laplasovog, Sevidževog kriterija, te kriterija optimizma nakon čega se formuliše zbirna rang lista u odnosu na sve aplicirane kriterije i izabere optimalna strategija.

### **Primjena tehnika odlučivanja u uslovima neizvjesnosti**

Donosilac odluke, u uslovima neizvjesnih poslovnih ishoda, nema nikakav utemeljen razlog da preferira bilo koji budući poslovni ishod stoga se, u postupku modelske preferencije poslovnih strategija rukovodi zbirnom rang listom dobijenom aplikacijom sledećih kriterija.

**Hurvičev kriterij** polazi od, empirijski određenog koeficijenta optimizma  $\alpha$ , pomoću koga se, za svaku strategiju čovjeka, izračunava linearno konveksna kombinacija:

**Equation 2.** Linearno konveksna kombinacija za modelsko rangiranje poslovnih strategije pomoću Hurvičevog kriterija

$$\alpha \cdot M_i + (1 - \alpha)m_i; \forall i; i = \overline{1, m} \text{ pri čemu je: } M_i = \max_j a_{ij} \text{ i } m_i = \min_j a_{ij}$$

(Sikavica, Bebek, Skoko, & Tripković, 1999)

Izračunata linearno konveksna kombinacija omogućava da se formira individualna rang lista predloženih poslovnih strategija u odnosu na benefite koji se modelski uvažavaju.

**Valdov kriterij** zasniva se na na ekstremnom pesimizmu, pri čemu se donosilac odluke, u postupku poslovnog odlučivanja rukovodi izborom najbolje od najgorih poslovnih strategija. Ukratko donosilac odluke strategijski izbor vrši korištenjem sledećeg protokola:

**Equation 3.** Izbor optimalne strategije primjenom Valdovog kriterija

$$\min_j \max_i a_{ij}$$

(Sikavica, Bebek, Skoko, & Tripković, 1999)

**Kriterij optimizma** predstavlja upravljačku suprotnost prethodnog kriterija, gdje se donosilac, u postupku poslovnog odlučivanja rukovodi izborom najgoreg od najboljih poslovnih strategija. Dakle, upravljačka odluka se zasniva na sledećem protokolu:

**Equation 4.** Izbor optimalne strategije primjenom kriterija optimizma

$$\max_j \min_i a_{ij}$$

(Sikavica, Bebek, Skoko, & Tripković, 1999)

Laplasov kriterij zasniva se na racionalnom pristupu u postupku modelske preferencije upravljačkih alternativa, pri čemu se ne odobrava preferencija bilo koje upravljačke alternative, već se svaka smatra jednako vjerovatnom. Modelska baza preferenciji strategija izračunava se pomoću sledećeg obrasca:

**Equation 5.** Izračunavanje prosječne vrijednosti ranga za potrebe aplikacije Laplasovog kriterija

$$\frac{1}{n} \sum_{j=1}^n a_{ij}; \forall i; i = \overline{1, m}$$

(Sikavica, Bebek, Skoko, & Tripković, 1999)

Nakon izračunavanja prosječnog ranga svake poslovne strategije se redaju u opadajući niz prema izračunatoj vrijednosti.

Sevidžev kriterij zasива se na analizi propuštenih beneficija u kontekstu zasnavanja odluke na neizvjesnom budućem ishodu. Primjena kriterija temelji se na izvođenju matrice kajanja  $M^*$ , čiji elementi izražavaju vrijednost žaljenja u odnosu na najpovoljniji ishod. Elementi matrice žaljenja izračunavaju se korištenjem sledećeg protokola:

**Equation 6.** Formiranje matrice kajanja (žaljenja) kao osnove za primjenu sevidževog kriterija

$$M^* = A_i [r_{ij}]_{m \times n} \text{ pri čemu je: } r_{ij} = \max_i a_{ij} - a_{ij}; \forall (i,j); i = \overline{1, m}; j = \overline{1, n}$$

(Sikavica, Bebek, Skoko, & Tripković, 1999)

Formiranje matrice kajanja predstavlja podlogu za primjenu negog od prethodnih kriterija korištenjem opisanog protokola.

Navedeni kriteriji, u pravilu, modeliraju razičite, često i kontradiktorne, upravljačke smjernice, čime se pouzdanost modeliranih rezulata u procesu implementacije zanačajno uvećava, a time i olakšava menadžersku racionalnost u postupku približavanja neizvjesnih poslovnih ishoda želenom poslovnom rezultatu.

## ZAKLJUČAK

Poslovanje MiS preduzeća, dokazano, predstavlja značajan segment pokretačke snage ekonomskog sistema u cjelini, ali uprkos tome u poslovnom okruženju BiH/RS značajno zapostavljen tržišno – proizvodni segment, koji se održava i razvija uprkos neopvoljnom institucionalno – pravnom okruženju. Benifiti društveno – ekonomske zajednice, kao i njih samih, ogledaju se u optimizaciji poslovnog rezultata, shvaćenog kao višedimenzionalne promjenljive.

Poslovna efikasnost približava se ciljanoj vrijednosti isključivo kao rezultat značajnih upravljačkih napora i racionalnih poslovnih izbora. Racionalizacija poslovne efikasnosti zahtijeva sagledavanje benefita kroz prizmu samog objekta modeliranja, ekonomske zajednice, uvažavanje kvalitativnih, kao i kavntitativnih ciljeva, te prepoznavanje i uvažavanje faktora koji determinišu pojedine aspekte poslovnog uspjeha.

Cjelovitost uvaženih aspekata i beneficija obuhvaćenih predloženim modelom omogućava visok stepen pouzdanosti u postupku strategijskog izbora i proporcionalnost u pogledu pouzdanosti modeliranih rezultata. Pri čemu se upravljačke alternative ne odbacuju već parvilo terminiraju, čime se smanjuje upravljački gap između potrebnih i raspoloživih finansijski sredstava.

Navedeni pristup omogućava racionalizaciju resursa adekvatnim pristupom modeliranju prioriteta realizacije ponuđenih strategija. Izbor strategijske alternative u pravilu se vezuje za trajno odbacivanje alternativa izabranoj strategiji, što nije opravdano. Mnoge primarno odbačene strategije imaju izuzetnu vrijednost, pri čemu ih ovaj pristup samo odgađa za buduće okolnosti.

Unapređenje poslovanja MiS preduzeća doprinosi razvoju društveno – ekonomskog sistema kao cjeline, pri čemu se modeliranjem prevazilaze ograničenosti intelektualnog i investicionog kapaciteta, kao i racionalizaciju u postupku vremenskog angažovanja. Navedeni pristup moguć je u poslovnim sistemima raznovrsne veličine, starosti i/ili poslovne orientacije, u fazama osnivanja ili bilo kojoj životno – razvojnoj fazi poslovnog sistema. Intelektualni kapacitet nije ograničavajući faktor, jer se modeliranje može obaviti putem konsultantske usluge pri čemu benifiti po osnovu njegove aplikacije značajno nadmašuju ulaganja u njegovu realizaciju.

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# MATRIC ASPECTS OF PREDICTIONS OF BUSINESS EFFICIENCY OF SMALL AND MEDIUM ENTERPRISES AS PRECONDITION OF INTERNATIONAL COMPETITIVENESS

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**Abstract:** Entrepreneurial activity of transition countries, such as the RS and BiH, is filled with many threats from the environment, particularly concerning the lack of adequate entrepreneurial education, institutional support as well as the communication infrastructure between them and their significant financial impotence. The potential of SME entrepreneurship represents a significant precondition in the development of the national economy as well as the prerequisite of prevention and / or exit from the economic crisis, provided that their potential is exploited by a planned, not uncontrolled approach.

Maximizing of market potential and resource capabilities requires the establishment of an adequate decision-making system where problems are solved through planning, selection, application and measuring of the systemic environment from the aspect of significance, while at the same time, taking into account the internal potentialities.

*Adequate communication between decision-makers with theoretical models and their effective implementation in business planning enables business systems and SME to achieve maximum business efficiency and effectiveness through the optimal combination of their own potential and business environment.*

*The theoretical model is a virtual tool which is used for symbolic - quantitative description of the real system, where the degree of conformity of the model and the reality which we described in it, is the determining factor in the success of real application of the modeled information.*

*The control problem is solved only by an adequate theoretical model that covers, selects, quantifies and functionally linked internal and external factors of "treated" reality. Functional linking of factors in the applied model must be adapted to decision-making conditions, which concerns the conditions of certainty, uncertainty or risk. The classification of decision makers should go into the direction of recognizing input, random and output variables as well as detecting the conditions and forms of their interdependence, adapted to decision-making conditions.*

*The business system is a goal-oriented system that requires optimization at several different levels to achieve system optimal as an adequate synergic suboptimal resultant.*

*The proposed approach is related to the stochastic optimization of the product portfolio harmonized with market potential, and after that the deterministic optimization of production processes in the function of achieving the optimal production portfolio.*

*The payment matrix as a virtual aid, or a brief summary of possible business results, allows the choice of optimal business strategy with maximum approval of model-based prediction and real business results.*

**Key words:** small and medium enterprises, optimal business efficiency, virtual aid, model prediction, matrix view of business results

**JEL:** C1, F1

## **WORKING CONDITIONS AS A FACTOR OF PRODUCTIVITY IN SMES**

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**Abstract:** The theoretical framework by Diamond, Mortensen and Pissarides (Nobel Award in Economic Sciences, 2010) shows us how generous wages can determine the success in filling job vacancies. The empirical evidence is convincing: larger and more profitable enterprises pay higher wages. Nowadays, large leader companies are investing not only in paying efficient wages to prevent shirking, but also in the improvement of working conditions and even taking a rigorous analytical approach to etiquette. It is a common fact that small and medium-sized enterprises (SMEs) cannot compete in the same way with these high standards. However, recent examples have shown that a suitable work environment, techniques for reducing the stress factors, strategies to create workplaces with a more ethical diversity and profound benefits for women, as well as the efforts in making the workers feel more liable to their jobs are possible in SMEs and have real benefits for their growth and productivity. At the same time, these approaches could be beneficial for developing countries in a large scale since SMEs play a major role in most of these economies. In this paper, we will conduct a study from the most popular current standards that the best companies promote and suggest some alternatives for SMEs in order to improve these factors.

**Key words:** SMEs, working conditions, jobs, investment, current standards

**JEL classification:** J24, J30

### **INTRODUCTION**

The quality of jobs in small and medium-sized enterprises (SMEs), particularly in developing countries, is often poor (Bell, 2015). However, SMEs play a major role in most emerging economies, since recent studies have shown SMEs contribute up to 60% of total employment and up to 40% of national income (GDP) (Bell, 2015). Small business owners and managers often view the obligation to apply better working conditions to their workers as

a burden in terms of financing and administration (Aktinson, Mallett and Wapshott, 2016). As workers in SMEs make up for the majority of the global workforce (International Labour Office/Organization (ILO), 2012), the impact of these barriers on economic productivity and working conditions is crucial for encompassing a global dialogue on universal coverage, economic growth and development.

The effects of psychological, social, cognitive, and emotional factors on the economic decisions of individuals and institutions and the consequences for market prices, returns, and resource allocation have been deeply studied since the Adam Smith's pioneer work (Nava and Loewenstein, 2005). Even famous and diverse approaches, such as the mathematical work of John Nash (1951) or the recent biological studies on animals (Battalio, Green and Kagel, 1981), have shown this is the main point in the economical development and growth.

Social protection, wages, working hours, work organization and arrangements to adapt working standards to the demands of life outside work are core elements which are directly related to this topic (Lin, 2011). It is a true fact in all countries of the world, the employees in SMEs are probably the most susceptible and most affected by adverse working: low payment, lack of employment security, long working hours, unstable workplaces, lack of social protection and no consideration for a work-life balance (Fagan et al., 2014). Can productivity in SMEs be increased by investing in working conditions? Recent studies have shown that better working conditions can improve the performance of SMEs (Croucher et al., 2013). The research discusses some evidence which prove how good practices can have a positive impact in economic enterprise-level outcomes (Croucher et al., 2013).

Nowadays, productive employees are connected with capable entrepreneurs that guarantee better working conditions and pay higher wages. The fact is that big enterprises pay efficient wages to prevent shirking (Oi and Idson, 1999). They are capable of doing that by making a balance between the actual wages and the costs of the company. SMEs need strategies to fulfill their job vacancies and avoid the negligence of worker responsibilities in order to be more competitive and keep the economic growth in the future. This study represents the results (based on a suggested core criteria) in evaluating the current state of knowledge on the relationship between good practices relating to working conditions with feasible and positive outcomes in SMEs based on international references.

## CORE METHODOLOGY

A well-recognized Jobs Rated Methodology was developed with the data provided from the Bureau of Labor Statistics (BLS), a division of the U.S. Department of Labor, to measure what the riskiest or most profitable jobs in that country were (CareerCast.com, 2017). The core criteria is based on general categories that are inherent to every job: environment, income, outlook, and stress. We have discussed three core criteria: Environment, Benefits for Women and Diversity. These factors have experienced a certain boom since they have become very popular within the work force in the recent years (Fortune Magazine, 2017). Our methodology will focus on two aspects of each criteria: presenting innovations by large companies in terms of working conditions and suggesting practical strategies for SMEs regarding these subjects.

## ENVIRONMENT

*“Employees who are felt part of positive workplaces are people who are excited to be part of a larger purpose on SME’s goals”* (European Commission, 2013).

Positive aspects in the work environment are essential for workers’ mental and physical well-being (Hemström, 2001). Frequently, these aspects are focused on social security, including social and health protection as the key areas. Some ranking systems used to evaluate a job’s environment consider and measure the physical work environment as one of the basic components. However, we have studied some other good working conditions on this subject based on emotional environments since the technological advances have created more intellectually demanding jobs. Nowadays, the following aspects have risen the companies values in the global market and are viewed as important by the work force.

### Transparent and open communication

This aspect addresses the employees’ need to feel that they belong in the organization. Psychologically, work becomes meaningful for them because they know how their contribution affects the organization which they are affiliated with (Myers and Kamyab, 2010). It is essential for staff to discuss the organization’s mission and values. This is summarized in exact explaining of the current situation of the company during retreats, successful outcomes or even informing on the stock values. This frequent open discussions could get people involved and allow them to share their views and perspectives while the management can give their own perspectives on how to fulfill the organization’s goal and mission.

## **Large company strategies**

The airline industry is often criticized for rude employees and poor customer service, but Southwest Airlines overcame those trends (business.com, 2017). Customers loyal to Southwest often point to happy and friendly employees who try hard to help. Southwest has been operating for more than 40 years. During all that time, the company has managed to communicate its goals and vision to employees in a way that makes them a part of a unified team. The Company also gives its employees the “permission” to go that extra mile to make customers happy, empowering them to do what they need to do to meet that vision (Entrepreneur, 2015).

## **SMEs strategies**

Recent research in the UK looked at how well businesses communicate staff benefits (European Cleaning Journal, 2014). It found an SME with 250 employees that offers good benefits but fails to communicate them. It spends 302,000 euros a year more on staff turnover and sickness absence than those that have comparable employee benefit packages, but also have good internal communication processes. Some SMEs strategies are suggested to face this problem:

### *Open door policy*

Encourage an open door policy for all managers so they are more approachable. Organize the employee workplaces (desks, offices, etc) on different floors inside the company providing a diverse environments and therefore promoting more interpersonal communication. Use separate offices for meetings only.

### *Crisis communications tools*

Crisis communication tools might help you deal with emergency communications or to share information on important priorities. Consider technological approaches such as video conference calls or traditional ones such as small group meetings to encourage the employees in face-to-face communication. Suggestion boxes are also a good option in critical or daily situations in the company, because they enable the employees to raise their concerns and issues anonymously and can prevent employees' shirking or quitting if the company is uncapable to manage the appeals.

### *Technological and traditional tools*

Company newsletter is an ideal medium for providing employees with information, including client testimonials, employee success stories and updates on

company news, events and strategies. In the same way, create an intranet site to put important information online and update it regularly. Finally, use modern resources on the web such as encyclopedias, shared documents repositories and social medias like forums or chats.

It is optional to use internet or not for this purpose. On the one hand, the development of intranet web sites and multimedia infrastructure could be expensive, but can guarantee some interests for the company such as the security settings and secrecy of confidential issues. On the other hand, companies, using wider internet conditions, engage more work force since younger staff become increasingly switched onto sites such as Facebook. At the same time, the traditional and still powerful tools such as posters in areas of high visibility within an office, factory or workplace, can make a useful impact.

## **Work-Life balance**

When employees fulfill their various needs and goals in life, such as those of family, spiritual pursuits and self-growth, then they can feel more confident and perform their best at work (American Psychological Association, 2010). On the one hand, hiring and expecting the best from employees can easily become a stressor if an enterprise does not allow for good work-life balance. On the other hand, the work-life balance can promote creativity and thinking out-of-the-box. According to many researchers studying the field of employees' family needs, they agree this is one the most important issues that a working organization faces (United States Department of Labor: Bureau of Labor Statistics, 2017b). In addition, dealing with healthcare and recognition for hard work are also main points in work-life expectations.

## **Large company strategies**

Google has been recognized for years as the best company providing many of the recent perks in work-life balance. Just to mention a few of them, Google offers free meals, employee trips and parties, financial bonuses, gym, hairdresser and laundry services (Fortune Magazine, 2017). At the same time, Google is not only famous for luxurious perks, but it also takes a rigorous analytical approach to moral ethics. Besides, Google boosted its parental leave policies and this has directly impacted its productivity. Google's employees are known to be driven, talented and among the best.

## **SMEs strategies**

Results from working arrangements in SMEs have proved that the flexibility in this sector is vital. For instance in countries with emerging economies, such as

Ireland, it has been estimated that 53% of SMEs operate one or more family friendly work arrangements, although the overall number of employees involved with such measures remains low (Fisher, 2000). Some SMEs strategies are suggested to face this problem:

#### *Entertainment policy*

Participating in hobbies provides a variety of benefits that extend into the workplace such as developing new skills and thought processes and really challenges employees to learn something new and develop the employee skill set (Fast Company, 2015). Arrange cultural activities (such as music concerts), playing team sports and providing indoor or outdoor colleague meetings such as parties or trips to enjoy the nature, camping, fishing or simply going to the beach. But mostly, try to involve the employees directly just by making them protagonists and possible organizers on these activities.

#### *Physical activity*

Employee sickness and absence is a great expense for business. For example, 175 million working days were lost to illness in 2006 and 3 percent of people were off work due to illness frequently (Burton et al., 2005). Promote informal exercise classes for the employees inside the employees' workplace through inexpensive alternatives such as lunchtime walks or 5 minute of instant recess with dynamic aerobic sessions. Employees who exercise for at least 30 minutes a day, three times a week are 15 percent more likely to have better job performance (Merrill et al., 2013). Recent studies based on 618 employees from five SMEs diverse companies prove the exercise practices across these companies effectively improved employees' health, performance and productivity.

#### *Emotional and subjective support*

Psychological theory suggests that rewards are a positive reinforcement that can motivate employees to reach their full potential (Burton, 2012). This is usually used in organizational behavior management by rewarding employees who make effort in their work. In this way, SMEs cannot compete with large companies as the same level, but the reward here does not have to be monetary in nature. Rewarding employees sometimes even with a simple verbal recognition by the supervisor will give them more motivation. Apart from having a system of monetary rewards, daily interaction can also be a good means of recognizing efforts.

Make these in a specific and personal way for the employee to feel that what they do is being taken seriously and appreciated. Organize and invest in teamwork relationships: one of which could be peer-to-peer recognition and reward. Recent researches, taken from over 200,000 employee responses and more than 500 organizations, found that peer relationships are the first factor in employees choosing to go the extra mile (TINYpulse, 2014).

## BENEFITS FOR WOMEN

*“There is almost universal interest among SME employers in finding out more about the arrangements and in being advised as to what other employer organizations are doing in this context”* (Fisher, H., 2000).

SME employers have arrangements applying to female staff to help with childcare. These arrangements predominate in those companies with a predominantly female workforce. Likewise, very few SMEs have either established formal policies for their staff or have undertaken any formal evaluation of their operation: this subject is not the exception (Fisher, 2000). Increasing women education contributes to higher economic growth. The increased women education has produced 50% of the economic growth according to the OECD over the past 50 years (Organization for Economic Co-operation and Development - OECD, 2012). However, there are still factors that directly and negatively impacts women's participation in the labor force. For example, in the year 2014, the countries in the European Union had the 25% of women being absent from work due to childcare and other family and personal responsibilities, versus only 3% of men (EuroStat, 2014). In this way, efforts to promote gender equality often focus disproportionately on working mothers. However, mothers of young children represent only a portion of the female workforce in developed countries like the US. For that reason, we propose some other progress steps which have risen the income and prestige of well-known companies and have motivated their work force.

## The Position of Women

Recent research found that women employees who said they were treated as full team members regardless of position were five times more likely to plan long-term career at their jobs, compared to colleagues who didn't feel this way (Fortune Magazine, 2017). In a US survey, women who said they made a difference at their company were 27 times more likely to progress in their workplace. Women's management and senior positions have considerably increased in developed countries in recent years such as Canada (Statistics Canada, 2017) and

Australia (Workplace Gender Equality Agency, 2016). It is a fact that very competitive economies have invested in professional development and managing positions for women. For instance, in 2016 around 40% of managers were women according to the Bureau of Labor Statistics from US United States Department of Labor (Bureau of Labor Statistics, 2017a).

### **Large company strategies**

Nowadays, large companies have been focusing on important investments for professional development for women in their working teams. It is not a coincidence that a recognized survey in 2017 shown us the No. 1 company on the list of 100 best workplaces for women from US was Texas Health Resources (Fortune Magazine, 2017). The company helps employees built their academic credentials from the General Educational Development (GED) through graduate coursework. This programs places a particular emphasis on the specializations for licensed nurses. These include a one-year residency and mentorship support for new graduates, as well as a flexible career program for mid-career nurses who can continue their patient care while learning new skills.

### **SMEs strategies**

Gender equality in SMEs is a moral and economic imperative and affects both women and men. The improvements in women's working conditions require considerable commitment by development workers and a willingness to cope with the sometimes disruptive consequences of challenging gender privilege (Goetz and Sen Gupta, 1996). SMEs needs a strong commitment to understanding of the constraints that women often have to overcome, due to the different traditional structural and social expectations and responsibilities of women and men. Some SMEs strategies are suggested to concrete actions in order to introduce these commitments into reality.

#### *Safe and comfortable workplace*

Make workplaces safe and free from violence and sexual harassment through policies that guarantee confidential complaints with direct and clear warnings about the moral positions of the company regarding this subject exposing the possible consequences from its violation. Emphasize workplace hygiene, since clean work space is a powerful psychological factor especially for women (Saxbe and Repetti, 2010). Involve pregnant and mother of young children in alternative activities inside the workplace gathering them in motivational meetings, since depression is common in pregnancy and some months in the first postpartum year (Gavin et al., 2005).

### *Empowering jobs*

Connect women's work to the overall mission on endorsing promotions, making them feel part of the company's success. Support older and young women employees: visible patterns regarding professional and experienced women can help the younger ones to remain in the workplace longer. Promote well-paid jobs for women in realistic analysis of their talent and proficiency. At the same time, involve professionals women in the discussion and participation in panels, conferences and training at the enterprise. Since women are very good communicators (Labov, 2006), involve experienced and talent proven women inside the directive board.

### *Unveiling the myths*

Change the employees' minds on policies and open announcement of women support by the organization. Promote this indoors and outdoors. Inform the investors how good quality conditions for women enforce economic productivity, since it produces better performance for all employees in a long term. Emphasizing this is also valid for SMEs, exhibit how these policies have been main points in current economic growth in developing countries, where SMEs play a vital role (Agenor and Canuto, 2015). Put poster in public places regarding positive examples of intellectuals and businessmen supporting female workforce. Work on effective advertisement from the higher directives promoting talented women as an economical imperative for the organization.

## **DIVERSITY**

*"Reality is that world today is more diverse than it was 20 or even 10 years ago, making diversity policies more necessary than ever before for all companies, regardless of their size"* (European Commission, 2016).

Nowadays, ethnic diversity management integration constitutes a major challenge (European Commission, 2016). Even post-graduate certificate or degree programs in management careers have started to focus some of their programs specifically on diversity and inclusion in business organization (Tufts University, 2017). Ethnic diversity has presented a growing presence in modern sectors such as IT, pharmacy and the media.

## **Future challenges**

It is a fact that professional and qualified migrants represent a considerable economic contributions for local or regional economies (Nathan, 2013). Those migrants who later form foreign-owned businesses are notably changing globally economies (Alfaro et al., 2006). Although these current tangible advantages can determine the economical growth of developing countries, the ethnic origin is still the most common form of discrimination in regions such as Europe (Eurobarometer, 2007). Nevertheless, recent news reveal China has set up a 10 billion euro (US\$11.15 billion) investment fund to finance projects in Central and Eastern Europe Asia (Times, 2016). It is therefore vital for SMEs to address the diversity management which confronts these challenging circumstances and enables beneficial opportunities supporting their economical growing.

## **Large company strategies**

The PwC is a company which consists of audit, tax and advisory businesses. The company's global revenues were \$37.7 billion in gross in 2016 (PricewaterhouseCoopers - PwC), 2017). The company was recognized by The European Diversity Awards as the "Most Inclusive Employer of the Year" in 2015 (European Diversity Awards, 2015). The company's policy was based on promoting dialogues, respect and tolerance about the inclusion inside and outside the company. This has attracted the working force, assuring the productivity and income, since they guarantee a respectful work environment. This good example of success joined with the diversity has gained followers among CEOs and Chairmen around the world (Kramer, 2017).

## **SMEs strategies**

Since the future point to this direction, there are many initiatives in promoting diversity in SMEs. However, we need to go further since there is still tension about this topic in SMEs. In July 2017, a report by Aldermore found that 26% of SMEs have no plans to make workforce diversity a priority for their organization in the next 12 months inside the UK (Aldermore, 2017). We propose some aspects for SMEs which can help to build diversity into their organizations without causing significant costs:

### *Team integration*

Facilitate the adaptation to the culture of the employer's country through dynamic interchanges between foreigners and native employees. Utilize the English as the principal language for the foreign beginners within the first months inside

the organization. Involve foreign individuals from the enterprise as mentors for juniors and native employees. Empower foreign or non-white employees to have the chance for applying to management positions after proven experience and high skilled values.

### *Recruitment operation*

Provide interviews in English for foreign applicants. Use a range of recruitment channels with different languages such as using simple online web sites which clearly expose the reference to the skills needed. Use psychological alternatives so that a non-native applicant may feel comfortable during the interview sessions. For instance, start with short introductions asking about the home country and point out the positive aspects of its culture even if these were covered in the resume. Furthermore, provide indispensable employment requirements such as visa appliance or health insurance.

### *Respect and tolerance policies*

Researches stress that, while discourses on ethnicity and nationality are shown as "fluid" by some SMEs, there is indeed tension and conflicts associated with such diversity (Kopnina, 2004). In this way, avoid as much as possible the judgement or segregation in case of employees inside the company whose efforts have promoted diverse workplaces. Enable open intercommunication between employees with diverse ethничal and religious cultures. Proceed to take steps forwards against work harassment in case of denouncement.

## **CONCLUSION**

In this paper, we have introduced the core criteria to analyze working conditions as a factor of understanding the SMEs resources and capabilities in this context. We have studied the current strategies that have been developed by the large companies in contrast with SMEs and suggested good tactics for SMEs to counteract and guarantee the company survival. Our starting and ending point was always focused on our proposed criteria which is a compendium of different well-recognized methodologies. Simultaneously, we have shown how these popular metrics have positively impacted in some case studies in order to illustrate the claim:

Nowadays, work force demands better working conditions regarding environment, benefits for women and diversity and emerging economies are moving

in that direction. The evolution of SMEs in these circumstances does not have a sole purpose of filling job vacancies, but also the guarantee of longer survival, economic growth and remaining competitive.

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## RADNI USLOVI KAO FAKTOR PRODUKTIVNOSTI U MALIM I SREDNJIM PREDUZEĆIMA

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**Apstrakt:** Brojna istraživanja u današnje vreme pokazuju da kompetitivne zarade mogu imati ključnu ulogu u popunjavanju radnih mesta. Empirijski dokazi su uverljivi: veća i profitabilnija preduzeća daju veće plate. Danas velika preduzeća koja su lideri na tržištu ulažu ne samo u isplaćivanje efikasnih zarada kako bi se sprečilo zapostavljanje posla od strane radnika, već i u poboljšanje uslova rada, pa čak i strog, analitički pristup poslovnom ponašanju. Činjenica je da mala i srednja preduzeća (MSP) ne mogu uvek ići u korak sa ovim visokim standardima. Međutim, nedavni primeri pokazali su da odgovarajuće radno okruženje, tehnike za smanjivanje faktora stresa, strategije za stvaranje radnih mesta sa više etničke raznolikosti i određene prednosti za žene, kao i rad na tome da se radnici osećaju odgovornijim za svoj posao, pozitivno utiče na njihov profesionalni razvoj i produktivnost. Istovremeno, ovi pristupi mogu biti veoma korisni za zemlje u razvoju, s obzirom da MSP igraju glavnu ulogu u ekonomiji većine ovih zemalja.

Priznata metodologija zapošljavanja razvijena je s podacima iz Zavoda za statistiku rada (Bureau of Labor Statistics - BLS), odeljenja američkog Ministarstva rada, da bi se došlo do podatka koji su najrizičniji ili najprofitabilniji poslovi u toj zemlji (CareerCast.com 2017). Osnovni kriterijumi se zasnivaju na opštim kategorijama koje su karakteristične za svaki posao, a to su okruženje, zarada, perspektive i stres. U ovom radu, diskutovali smo o tri osnovna kriterijuma: okruženju, pogodnostima za žene i raznolikosti. Ovi faktori su doživeli određeni procvat jer su postali veoma popularni kada je u pitanju radna snaga u poslednjih nekoliko godina. Naša metodologija se fokusirala na dva aspekta svakog kriterijuma: uvođenje inovacija od strane velikih kompanija u smislu uslova rada i predlaganje praktičnih strategija za MSP po ovim pitanjima.

U ovom radu smo sproveli studiju najpopularnijih trenutnih standarda koje najbolje kompanije promovišu i sugerisali neke alternative za mala i srednja preduzeća u cilju poboljšanja ovih faktora. Uveli smo ključne kriterijume za analizu radnih uslova kao faktora razumeavanja ljudskih resursa i mogućnosti MSP-a u ovom kontekstu. Proučavali smo trenutne strategije koje su razvile velike kompanije u kontrastu sa malim i srednjim preduzećima i predloži-

*li neke pogodne taktike za mala i srednja preduzeća da bi išla u korak sa trendovima i opstala na tržištu. Naša početna i završna tačka bila je usredsređena na predložene kriterijume koji su zbir različitih priznatih metodologija. Istovremeno, pokazali smo kako su ovi popularni pokazatelji pozitivno uticali u nekim studijama slučaja kako bi se potvrdila sledeća teza:*

*U današnje vreme, radna snaga zahteva bolje radne uslove u pogledu okruženja, pogodnosti za žene i raznolikosti, a ekonomija u razvoju kreće se u tom pravcu. Evolucija malih i srednjih preduzeća u ovim okolnostima nema samo svrhu popunjavanja slobodnih radnih mesta, već i garanciju dužeg opstanka firme, ekonomskog razvoja i odgovora na konkurenčiju.*

**Ključne reči:** mala i srednja preduzeća, radni uslovi, poslovi, investicije, trenutni standardi

**JEL klasifikacija:** J24, J30

## **EKONOMSKI ASPEKTI BUKE OD GRADSKOG SAOBRAĆAJA: STUDIJA SLUČAJA**

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**Apstrakt:** Zagadenje bukom jedan je od glavnih problema životne sredine danas. Efekti prekomjerne buke održavaju se na životne i radne uslove, a time i na ekonomiju. Glavni izvor buke u životnoj sredini je saobraćajna buka, osobito buka drumskih vozila. Cilj studije slučaja bio je utvrditi nivo buke na lokaciji "Borik" u Banjoj Luci i provjeriti hipotezu o značajnom prekoračenju graničnih vrijednosti. Mjerenje i analiza dobijenih rezultata pokazuju da je nivo buke alarmantan. Raspravljam se zdravstveni i socijalno-ekonomski uticaji zagadenja bukom teekonomске i društvene koristi povezane s njegovim smanjenjem. Kao rezultat razmatranja ekonomskih uticaja povezanih s različitim funkcionalnostima u procesu smanjenja buke u urbanizmu, arhitekturi i dizajnu vozila analiziraju aspekti ekonomske evaluacije najefikasnijih i ekonomski najopravdanijih intervencija s ciljem saniranja zagadenja bukom u strateškom interesu javnog zdravlja i nacionalne ekonomije.

**Ključne riječi:** zagadenje bukom, gradski drumski saobraćaj, mjerenje i analiza, smanjenje, ekonomska evaluacija.

**JEL klasifikacija:** Q 53, R 41, I 1.

### **UVOD**

Buka je, po definiciji, čujnaakustična energija koja ima štetan uticaj na fiziološko i psihološko stanje ljudi i životne sredine i njihove ukupne dobrobiti, a time i na ekonomske i socijalne benefite. Prema Direktivi Evropske unije (Directive 2002/49/EC), pojam „ambijentalna buka“ (komunalna buka) se odnosi na neželjene i štetne vanjske uticaje nastale ljudskom aktivnošću, uključujući buku nastalu sredstvima transporta (drumskim, željezničkim i vazdušnim

saobraćajem), ili na mjestima industrijske aktivnosti (definisane u Aneksu I Direktive 96/61/EC od 24. septembra 1996. godine), što se odnosi na izloženost populacije buci ugradovima.

Štetno djelovanje prekomjerne buke prepoznao je veoma rano u prošlosti. Tako su još u antičkom Rimu postojala noćna ograničenja kretanja dvokolica sa gvozdenim točkovima po kamenim gradskim ulicama, kako bi se spriječila buka i ometanje noćnog odmora. Jednako je i u srednjem vijeku u evropskim gradovima postojala zabrana konjskih kočija u noćnim satima (Božić i sar., 2012). S civilizacijskim, a time i urbanim razvojem, u savremenom dobu saobraćajna buka u gradovima je postala jedan od glavnih uzroka kompleksnog oštećenja zdravlja, a time i negativnog efekta na ekonomiju i društvo. I pored toga, u poređenju s drugim aspektima u životnoj sredini, posebno sa zagadenjem vazduha, rješavanje problema komunalne buke zbog nedovoljnog prepoznavanja svih njenih direktnih i indirektnih, a posebno kumulativnih negativnih efekata kroz duže vrijeme izloženosti, još uvijek nije na odgovarajućem nivou, posebno ne u ekonomski nedovoljno razvijenim zemljama. (WHO, 2011)

Buka je stresogeni faktor koji utiče na poremećaj psihosomatskog zdravlja - izaziva specifične i nespecifične efekte, kao i stalne i privremene reakcije organizma. Buci, i to dominantno od saobraćaja (80%) izloženo je preko 25% stanovnika u Evropi. Prema zvaničnom izvještaju Evropske agencije za životnu sredinu 2014. godine je oko 125 miliona ljudi danonoćno bilo pod uticajem buke drumskog saobraćaja nivoa iznad 55 dB, što je prouzrokovalo 10.000 slučajeva prijevremene smrti, nervozu i uznemirenost kod skoro 20 miliona odraslih a 8 miliona godišnje je imalo poremećaj spavanja. Zabilježeno je i preko 900.000 slučajeva hipertenzije i 43.000 hospitalizovanih godišnje (EEA, 2014). Ovaj broj stalno raste i taj trend je sasvim realno očekivati i u budućnosti. Prema podacima Ujedinjenih nacija 2016. godine u gradovima je živjelo 54,5% svjetske populacije, dok je npr. 1950. godine urbano stanovništvo činilo tek 30%. UN predviđaju da će taj procenat 2030. godine biti 60%, a do 2050. godine u gradovima će živjeti 70% svjetske populacije (UN, 2016). Zbog posljedičnog širenja gradova i sve veće potrebe za transportom, izrazit je trend povećanja broja drumske vozila (Cerin et al., 2007), a time izagadanje bukom<sup>1</sup>. U BiH je tako 2016. godine bilo 951.324

<sup>1</sup> Iako je buka vozila u drumskom saobraćaju zbog poboljšanih performansi vozila između 1970. i 1996. imala trend smanjenja, danas je zbog povećanja broja vozila na putevima u smislu učestalosti i udaljenosti putovanja, evidentno povećanje buke.

registrovanih motornih vozila (Agencija za statistiku, 2017:2)<sup>2</sup>, od čega u Republici Srpskoj 370.767. U odnosu na 345.636 u prethodnoj godini povećanje je 25.131. motornih vozila, a od 2007 broj registrovanih motornih vozila povećan je za 103.051 i 27,79% (Republički zavod za statistiku, 2017:413). U odnosu na vrstu pogonskog goriva 68% vozila koristi dizel, 28% benzin i 4% sve ostale tipove (Agencija za statistiku, 2017:4). Prema istom izvoru, velika starost vozilu Bosni i Hercegovini (68% starijih od 10 godina samo 2% novih vozila, starosti do 2 godine), značajan su faktor rezultata dobijenih mjerjenjem buke i na predmetnoj lokaciji.

Buka drumskog saobraćaja (automobili, autobusi, kamioni i motocikli) je najrasprostranjeni izvor buke u gradovima i primarni je uzrok koji izaziva ometanje ljudskih aktivnosti (75% ukupnog zagađenja bukom). Dugotrajna izloženost visokim nivoima buke ima dalekosežne negativne uticaje na dobrobit i zdravlje ljudi, što ima mjerljive ekonomske konsekvene: troškovi liječenja, opadanje radne aktivnosti i produktivnosti, povećanje smrtnosti, pad tržišne vrijednosti zgrada u zonama prekomjerne buke (UN, 2016).

Istraživanjima u svijetu utvrđeno je dovoljno dokaza za povezivanje duže izloženosti dejstvu buke sa nizom štetnih efekata na ljudsko zdravlje - auditivnih (zaglušenost, šum, neugodna bol i gubitak sluha) ineauditivnih (fiziološke reakcije na stres - smetnje kardio-vaskularnog, probavnog i imunološkog sistema, smanjenje pažnje i pamćenja, suženje vidnog polja i sl.). Dugotrajna izloženost buci dovodi do pomenutih zdravstvenih smetnji i pogoršava postojeće hronične bolesti kao što su upale zglobova, bronhitis, depresija (WHO, 1999; Niemann & Maschke, 2004). Osobe koje žive ili rade u permanentno bučnoj sredini su dva do tri puta u većoj opasnosti od srčanog infarkta (WHO, 1999).

Istraživači i dubinske analize potvrdili su uticaj buke na kardiovaskularne bolesti, hipertenziju i poremećaj spavanja. Ova odabrana zdravstvena područja imaju najbolje izglede za razvoj statistički valjanih odnosa između izloženosti buke i zdravlja. Ovdje jasno čitljiv odnos „doze i odgovora“ u populaciji direktno je iskoristiv za proračun ekonomskih troškovaštetsnih uticaja na zdravlje povezanih s bukom, posebno za ekonomsku procjenu incidencija infarkta miokarda u odnosu na dužu izloženost visokim nivoima buke. Iako su naučnici pronašli čvrste dokaze za povezivanje buke s hipertenzijom, dosadašnja istraživanja se ne smatraju dovoljno naprednim za argumentovano koreliranje s ekonomskim efektima (WHO, 2011).

<sup>2</sup> Od toga je 828.333 ili 87% putničkih vozila (Agencija za statistiku, 2017:1).

Aktivnosti vezane za smanjenje buke u okolini redovno manjeg prioriteta i obima od onih koje se provode kako bi se riješili problemi zagađenja vazduha i vode. Takvo stanje treba nužno mijenjati, posebno u svjetlu obeshrabrujućih najnovijih zvaničnih izvještaja (Eurostat, 2016). Na lokalnom nivou važno je utvrditi i pratiti nivo buke iugraditi ih u izradi i reviziji prostornih i urbanističkih planova, u planiranju zelenih površina i saobraćajnica kao i pri uvođenju svake nove djelatnosti, kaopreventivne postupke nastajanju biuke, što je neuporedivo ekonomičnije u odnosu na naknadne i dodatne mjere s ciljem smanjenja nivoa buke.

## CILJ RADA

Cilj rada je utvrditi nivo buke na analiziranoj lokaciji u naselju Borik u Banjoj Luci, na području gdje je dominantni izvor bukamotornih saobraćajnih vozila uobičajenog prometa kroz grad. Usporedba dobijenih rezultata sa graničnim vrijednostima definisanim zakonom daje podatke o stepenu i trajanju izloženosti stanovništva prekomjernoj buci.

Analiza načina i mogućnosti smanjenje zagađenja bukom u funkciji je preduzimanja adekvatnih mjeru. Redukovanje povišenih vrijednosti buke je složen, multidisciplinarni postupak usaglašavanja brojnih faktora - tehnoloških, saobraćajnih, urbanističkih i arhitektonskih, koji su u radu izneseni u korelaciji s ekonomijom. Neke od mjer su izvedive uz manja, a druge uz veća finansijska ulaganja. Najekonomičnije je svakako spriječiti visoke vrijednosti buke na izvoru, što se postiže odgovornim i sinhronizovanim djelovanjem interdisciplinarnog stručnog tima u fazi urbanističkog planiranja i projektovanja saobraćajnica, te u urbanističkim i regulacionim planovima. Naravno, savremenom tehnologijom obezbijedena zvučna zaštita arhitektonskih objekata, dodatno će umanjiti negativno dejstvo saobraćajne buke na mjestu imisije, doprinoseći tako ugodnijem i zdravijem životu i produktivnjem radu tokom cijelog dana.

## STUDIJA SLUČAJA

### Predmet i područje istraživanja

Predmet istraživanja je analiza zagađenja bukom od gradskog drumskog saobraćaja u Banjoj Luci, smještenoj u kotlini, na nadmorskoj visini od 164 metra sa srednjom godišnjom temperaturom  $10,7^{\circ}\text{C}$  (srednja januarska temperatura  $0,8^{\circ}\text{C}$ , a srednja juljska  $21,3^{\circ}\text{C}$ ).

Mjerenja su vršena tokom cijele 2016. godine, jednom mjesечно na otvorenoj površini a na udaljenosti cca 10 m od ivice najbliže saobraćajnice, u dnevnom (06.00 do 22.00 časa) i noćnom (22.00 do 06.00 časa) periodu, u skladu s važećim propisom (Pravilnik, 46/89). Pozicija uređaja za mjerenje komunalne buke (Sl. 1) bila je u naselju „Borik“, na raskrsnici ulica Gundulićeva i Gavre Vučkovića s Bulevarom Vojvode Radomira Putnika i Bulevarom vojvode Živojina Mišića (GPS 44°46'16.08»N 17°11'56.48»E). Kao dominantan izvor buke na posmatranom mjestu uzima se saobraćajna buka navedenih saobraćajnica. Posmatrana zona ima pretežno stambenu namjenu – dominantno zgrade za kolektivno stanovanje i u znatno manjoj mjeri individualni stambeni objekti, te javne zelene i trgovačko-poslovne funkcije. Nedaleko od mjernog mjesta, na istočnoj strani su ustanova za predškolsko vaspitanje i obrazovanje (vrtić) i Osnovna škola „Branko Ćopić“.

**Slika 1:** Mjerna lokacija „Borik“ (lijevo) i (desno) položaj na mapi grada



(Izvor: autori i maps.google.com)

## MATERIJALI I METODE

Za mjerenje buke korišćena je bukomjer (proizvođač: *Brüel & Kjaer*, tip: 2260 Observer) sa odgovarajućim softverima i pratećom opremom.

Prema članu 4. Pravilnika o dozvoljenom intenzitetu zvuka i šuma (Pravilnik, 46/89), buka se izražava ekvivalentnim 15 minutnim nivoima  $L_{eq}$  i vršnim vrijednostima  $L_{10}$  i  $L_1$  u dB(A). Kao ilustracija kritičnih promjenljivih nivoa,  $L_{10}$  i  $L_1$  su nivoi buke koji ilustriraju prisutvo buke viših nivoa u trajanju od 10% odnosno 1% vremena u periodima mjerenja (dan ili noć).

**Tabela 1:** Dozvoljeni nivoi vanjske buke na predmetnom području

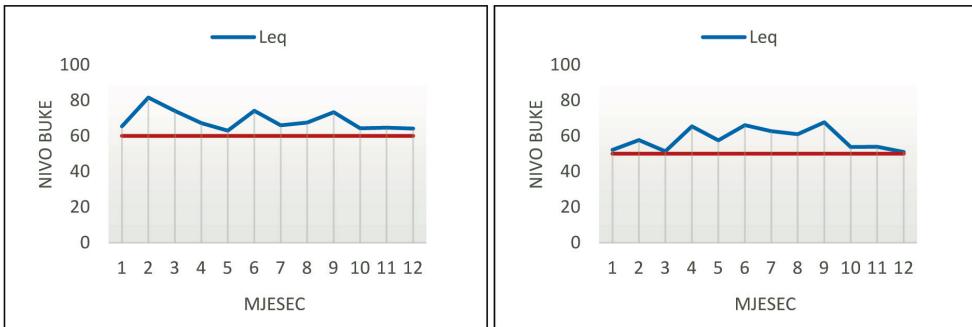
Područje (zona)	Namjena područja	Najviši dozvoljeni nivo vanjske buke (dBA)			
		Ekvivalentni nivoi		Vršni nivoi	
		Dan	Noć	L <sub>10</sub>	L <sub>1</sub>
III	Čisto stambeno, vaspitno-obrazovne i zdravstvene institucije, javne zelene i rekreativske površine	55	45	65	70
IV	Trgovačko, poslovno, stambeno i stambeno uz saobraćajne koridore, skladišta bez teškog transporta	60	50	70	75

**Izvor:** Izvod iz Pravilnika 46/89

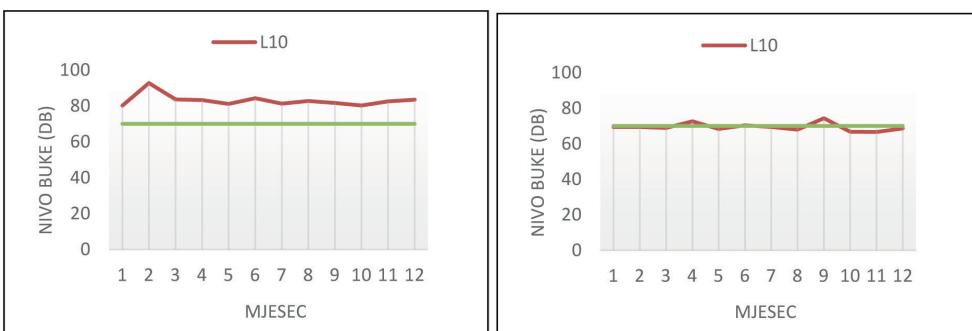
Mjerenje nivoa buke je obavljeno prema članu 4. pomenutog Pravilnika (vanjska buka se mjeri na visini 1,7 m od nivoa terena, na udaljenosti najmanje 3 m od prepreka koje reflektuju buku). Najviši dopušteni ekvivalentni nivoi vanjske buke određeni su prema namjeni područja (Tabela 1). Prema funkcionalnim sadržajima manjuče posmatrano područjedominatno pripada zoni IV, a u nešto širem posmatranom obuhvatu vaspitno-obrazovnom najmjenom i javnim zelenim površinama pripada zoni III. Ovdje je važno napomenuti da na području Grada Banja Luka ne postoje urađene akustične zone. Za predmetno područje je urađena frekvencija nivoa buke(Wessa, 2018).

## REZULTATI MJERENJA I DISKUSIJA

Na ispitivanom prostornom obuhvatu je, prema važećem propisu (Pravilnik, 46/89), uočeno da su izmjerene vrijednosti dnevnog i noćnog ekvivalentnog nivoa buke prelazile dozvoljene granice. Najveće prekoračenje tokom dnevnog mjerenja zabilježeno je u februaru, gdje je dozvoljeni nivo buke prekoračen za 21,5 dB, dok su noćne izmjerene vrijednosti ekvivalentnog nivoa buke značajno i učestalo prelazile dozvoljenu granicu, u septembru - čak za 17,6 dB (Grafikon 1), čime je potvrđena postavljena hipoteza rada.

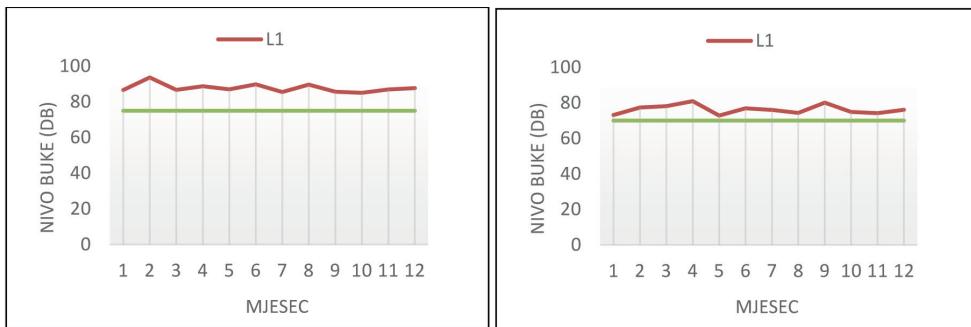
**Grafikon 1:** Dnevni (lijevo) i noćni nivo (desno) ekvivalentne buke Leq izražen u dB**Izvor:** autori

Vrijednosti koje su prekoračene u trajanju od 10%, odnosno  $L_{10}$  na ispitivanom prostornom obuhvatu u dnevnom periodu prekoračivale su najviši dozvoljeni nivo vanjske buke (Pravilnik, 46/89). Noćne vrijednosti su bile neznatno niže ili veće od dozvoljenih nivoa (Pravilnik, 46/89) (Grafikon 2).

**Grafikon 2:** Dnevni (lijevo) i noćni nivo (desno) vršnog nivoa buke L10 izražen u dB**Izvor:** autori

Vrijednosti koje su prekoračene u trajanju od 1%, odnosno  $L_1$  na ispitivanom prostornom obuhvatu u dnevnom periodu prekoračivale su najviši dozvoljeni nivo vanjske buke (Pravilnik, 46/89). Noćne vrijednosti su bile prekoračene prilikom 10 mjeranja, dok su neznatno niže vrijednosti izmjerene tokom dva mjeranja (Pravilnik, 46/89) (Grafikon 3).

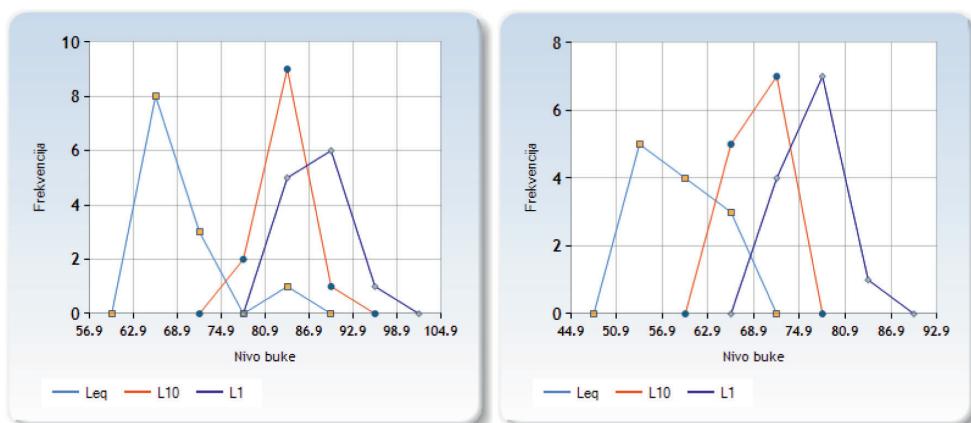
Grafikon 3: Dnevni (lijevo) i noćni nivo (desno) vršnog nivoa buke  $L_1$ , izražen u dB



Izvor: autori

Frekvencija izmjerениh vrijednosti  $Leq$  tokom dnevnog mjerenja jasno ukazuje da je najveći broj izmjerениh vrijednosti (2/3) u opsegu od 62,9 do 68,9 dB (Grafikon 4, lijevo), što je nivo buke koji prekoračuje najviši dozvoljeni nivo vanjske buke (Pravilnik, 46/89), što je buka koja osimnervoze, poremećaja sna i oštećenja sluha, može i značajno ugroziti zdravlje - ishemijске bolesti srca, uključujući infarkt miokarda (WHO, 2011). Frekvencija izmjerениh vrijednosti  $Leq$  tokom noćnog mjerenja ukazuje da je najveća zastupljenost buke u rasponu od 50,9 do 56,9 dB (Grafikon 4, desno), što je nivo koji izaziva ozbiljnu iritiranost (Pravilnik, 46/89).

Grafikon 4: Frekvencija nivoa buke za (lijevo) dnevni i (desno) noćni period ( $L_{eq}$ ,  $L_{10}$ ,  $L_1$ ) izražena u dB



Izvor: autori

Analizom utvrđenih visina buke zaključujemo da su stanovnici ispitivanog područja grada BanjaLuka izloženi prekomjernoj buci koja remeti san i odmor, dovodi do opšteg zamora i glavobolje, izaziva razdražljivost, što smanjuje mogućnost komunikacije, negativno utiče na radnu sposobnost i efikasnost kao zdravstvene, ekonomiske i socijalne kategorije. Ova buka remeti neurovegetativni sistem i ima negativne efekte na psihičke funkcije i na funkcije srca i krvnih sudova, kao i na rad drugih organa, čiji rad zavisi od funkcionisanja neurovegetativnog sistema. Opšti uticaji izloženosti štetnim nivoima buke u životnoj sredini uključuju uznemirenost, reakcije na stres, poremećaj spavanja i povećanje rizika od hipertenzije i kardiovaskularnih bolesti, što može dovesti do prijevremene smrti (Adams, 2017). Ovo ima uticaja na cijelokupno stanovništvo, a najveći rizicima su izložene vulnerabilne kategorije stanovnika (novorođenčad, mala djeca, trudnice, bolesna i stara lica). Radno aktivno stanovništvo izloženo buci na radnom mjestunema mogućnosti za odmor od buke, pa njihov organizam ne može normalno da se reparira i zbog čega neminovno dolazi do narušavanja zdravlja. Posebnu pažnju treba usmjeriti na izvore sa niskofrekventnim komponentama, jer se zdravstveni poremećaji mogu desiti i kada je nivo pritiska zvuka tokom izloženosti ispod 30 dB.

Ustanovljeno je da je izmjerena bukauglavnom iznad graničnih vrijednosti, što ima direktnе posljedice na ljudsko zdravlje, a time i brojne negativne zdravstvene, ekonomске i socijalne implikacije populacije ove gradske zone.

## **EKONOMSKA EVALUACIJA MJERA ZA SMANJENJE BUKE DRUMSKOG GRADSKOG SAOBRAĆAJA**

I ovim istraživanjima utvrđen visok nivo buke dio jestalno rasućeg problema u svijetu koji se nastoji riješiti smanjenjem do dozvoljenih vrijednosti propisane zakonom. Da bi se odgovorilo na pitanje koju je mjeru smanjenja nivoa buke najefikasnije primijeniti, potrebno je mjerenjem registrovati aktuelno stanje u konkretnoj sredini, izvršiti potrebne analize, te evaluaciju tehničkih mogućnosti, na osnovu čega se razmatra ekonomska opravdanost alternativnih rješenja i donosi ekonomske i socijalno optimalna odluka. Sistemska istraživanja zaštite od buke zahtijevaju značajna finansijska sredstva, zbog čega se kod nas uglavnom i ne provode, osim, pojedinačnih i u ograničenom obimu (Ilić i sar., 2012; Janjuš i sar., 2015; Janjuš i sar., 2015), najčešće kao redovan monitoring buke. Treba naglasiti da su u pojedinim evropskim zemljama, pa i kod nas, još sedamdesetih i osamdesetih godina zaživjela ovakva istraživanja, te su redovno bila finansirana iz državnog budžeta ili budžeta lokalne zajednice. U Francuskoj je tako od 1971. do 1982. godine u istraživanju u vezi sa zagađenjem životne sredine bukom i zaštitu od buke uloženo 2,7 miliona

evra, u Njemačkoj od 1978. do 1983. oko 4,0 miliona evra, a u Velikoj Britaniji od 1989. do 1995. oko 6,5 miliona evra (European Commission, 2002). Evropske zemlje i kontinuirano i pojačano rade na istraživanjima zaštite od buke. Postignuti rezultati objavljaju se u izvještajima na nivou Evrope i ugrađuju u inovirane smjernice i propise u oblasti zaštite od buke. Vlastita istraživanja, zbog specifičnosti i prilagođavanja lokalnim uslovima života i rada, ipak su nezamjenjiva podloga preduzimanju konkretnih aktivnosti u smjeru zaštite od zagađenja bukom.

Utvrđene visoke vrijednosti buke nalažu potrebu preduzimanja odgovarajuće tehničko-tehnološke i efikasne zakonske mјere. Kao što je naprijed navedeno, faktori vezani uz saobraćaj, koji bitno opredjeljuju intenzitet gradske buke, primarno su vezani za dostupne tehnologije motornih vozila i kolovoznih zastora, funkcionalnost i starost vozila, koncept projektovanog saobraćajnog toka i sisteme gradskog saobraćaja, što sve zajedno utiče na ekonomiju i društvo u najširem smislu. Smanjenje buke na izvoru, što je veoma bitno za već izgrađene urbane strukture, postiže se mjerama koja su u domenu regulacije saobraćaja: ograničenje intenziteta i brzine saobraćaja i vrsta saobraćajnih sredstava, obezbjeđenje kontinuiteta kretanja kružnim tokom, uskladiti rad semafora („zeleni talas“), ograničiti vrijeme i prostor za izvor buke određenih karakteristika. Smanjenjem ograničene brzine nivo buke opada za 2-8dB, a adekvatnim upravljanjem saobraćajem 2-4 dB. Ako tome dodamo i ponašanje vozača, što ima efekat do 5 dB, smanjenje buke nije primarno uslovljeno osobitim ekonomskim ulaganjima.

Karakteristike opterećenja prostora bukom od drumskog saobraćaja su: mobilnost, rasprostranjenost, refleksija i periodičnost (sezonski, danju i noću)<sup>3</sup>. Posmatrana u vremenskom domenu, ova buka pripada tipu promjenjive buke, zbog čega je potrebno mjerjenje ekvivalentnog nivoa buke u dužem vremenskom intervalu, što je za potrebe ovoga rada na predmetnoj lokaciji i provedeno. Pošto su poprečne dimenzije izvora buke male a uzdužne velike, saobraćajna buka se svrstava u linijski izvor buke, koji karakteriše kontinuirano raspoređena emitovana zvučna energija preko reflektujuće ravni (nivo buke isti je za sve tačke na istom rastojanju od linije izvora). Dupliranjem rastojanja od izvora buke njen nivo se smanjuje za 3 dB, o čemu treba voditi računa prilikom projektovanja saobraćajnica.

Buka od vozila drumskog saobraćaja zavisi od brzine vozila, protočnosti saobraćaja (dobra protočnost znatno smanjuje nivo buke), topografije terena i meteo-

<sup>3</sup> U novije vrijeme bilježimo porast saobraćaja u noćnom periodu zbog sve prisutnije 24-satne distribucije robe.

roloških uslova. Povećava se kada kretanje saobraćajnicama uključuje promjenu brzine i snage - u zoni semafora tzv. startna brzina, koja može doseći i 90 dB, na usponima (povećanje do 4 dB), u krvinama (do 3 dB) i td. Faktor intenziteta buke i metereološki uslovi - dominantni pravac i jačina vjetra, atmosferski pritisak, vlažnost, temperatura, što su bili i parametri provedenih mjerena na predmetnoj lokaciji. Povećanje intenziteta buke značajno zavisi od kategorije vozila (motocikli, motori, automobili, kamioni) i njihove brzine. Pri tome su dominantni izvori buke motornih vozila rad motora, ventilacija i izduvni sistemi, te međudjelovanje pneumatika i površine kolovoza. Tip šara i istrošenost guma, kao i neodržavane površine kolovoza mogu buku povećati 7dB. Projektovana brzina je veoma značajan faktor u stvaranju buke. Tako se dvostrukim smanjenjem brzine vozila nivo buke smanjuje za 6 do 8 dB. Pri brzinama putničkih i teretnih vozila većim od 40 km/h kotrljanje pneumatika po kolovoznoj površini postaje značajan, a preko 50 km/h postaje dominantan. Istraživanja su pokazala da u urbanim sredinama, gdje su brzine 30 do 50 km/h, važnu ulogu ima buka od rada motora vozila (Božić, 2009). To naročito do izražaja dolazi na gradskim raskrsnicama, kakva je i na predmetnoj lokaciji. Svi ovi navedeni uzročnici povećane saobraćajne buke amortizuju se pravilnim regulisanjem saobraćajnog toka, što ne uključuje posebne ekonomske mjere.

Zaštita od spoljašne buke može se kod projektovanja postići distanciranjem sadržaja od izvora buke (intenzitet zvuka smanjuje se proporcionalno kvadratu rastojanja) i pravilnom orientacijom zgrada, što ne iziskuje nikakva dodatna finansijska ulaganja. Zbog toga je potrebno predvidjeti udio buke kod izgradnje i obnove dijelova grada, zelenih površina i saobraćajnica. Naknadno, kao u ovom slučaju, intenzitet buke se uz sve navedene mjere vezane za saobraćajna rješenja, može najekonomičnije smanjiti formiranjem zelenog pojasa („Green noise barriers“) od visokog ili srednje visokog rastinja (žive ograde) adekvatnih biljnih vrsta. Tako npr. evropska lipa (*Tilia europaea*) apsorbuje 9 dB, a sрcolika lipa (*Tilia cordata*) samo 4 dB. Ovdje je, zbog manje zauzetosti prostora a visokih efektata apsorpcije, moguće koristiti i niske transparentne zvučne barijere (poput lijepih primjera panela u Beču), koje s visinom 1-2 m i na udaljenosti 2,5 m od ivice kolovoza reflektovanu buku smanjuju do 15 dB. Kod objekata neposredno uz saobraćajnice, postavljenim paralelno poduzšnim pravcem, najveći problemi s povišenim nivoima buke su u prostorijama orijentisanim na saobraćajnicu. Stoga je kod novogradnji, već prilikom urbanističkog i saobraćajnog projektovanja s dovoljnom udaljenošću zgrada od saobraćajnica rasprostiranje buke moguće smanjiti 3-5 dB, pri čemu uzdužni nagib treba biti do 3% (nagib 4-6% povećava nivo buke za 3 dB).

Prilikom arhitektonskog projektovanja pravilnom orientacijom zgrade, uključujući i pravilno oblikovanje osnove, moguće je izbjegići reflektovane zvučne talase i tako intenzitet buke smanjiti za 5-9 dB. Takođe, manje osjetljive (pomoćne) prostorije treba orijentisati prema prometnoj saobraćajnici, kako bi glavni stambeni sadržaji (spavaće, dnevna i radna sobe) bili adekvatno pozicionirani na „tišoj“ strani objekta. (Božić i sar., 2012). Dodatno smanjenje nivoa buke u objektima obezbjeđuje se zvučnom izolacijom zgrada, što je i savremeni projektantski standard. Pri tome su posebno efikasne i efektne ozelenjene fasade i ravni krovovi (Božić, 2010). Zvučna izolacija i kod obnove postojećih zgrada najbolje efekte daje zvučnim izolovanjem zidova i otvora, a posebno troslojnim zastakljenjima visokokvalitetnih prozora, što istovremeno obezbjeđuje i enegetsku efikasnost kao još jedan značajan faktor finansijskih ušteda, ali i dobitaka u smislu povećanja tržišne vrijednosti objekata i do 25%.

Mjerenja i analiza, poput ovdje prezentovanih, čine nužnu i objektivnu informaciju o zagadjenju bukom kao osnovom za izradu mapa buke i akcionog plana. Upo-ređivanje različitih mogućih rješenja smanjenja intenziteta buke vrši se integracijom stanja i izmjerena vrijednosti u ekonomskim analizama kako bi se osigurala socijalna i ekonomskaopravdanostmjera i programa sanacije prekomjerne buke. Ekonomski evaluacija nudi objektivne metode za komparativnu analizu mogućih alternativnih rješenja u smislu troškova i efekata po zdravlje ljudi. Rezultati dobro vođene ekonomski evaluacije omogućavaju donosiocima odluka na nivou lokalne i državne politike, posebnu u oblasti javnog zdravlja da utvrde najefikasnije i ekonomski najopravdanijetechničke i organizacione intervencije. Tu najprije mislimo na kalkulaciju i izbor između efikasne, ali skupe metode ili jeftinije a manje efikasnemetode. U oba slučaja ekonomski parametri se mjere u odnosu na objektivnu mogućnost i ukupne socijalne benefite smanjenja buke od saobraćaja.

Moguće je koristitualizu efikasnosti troškova (Cost-effectiveness analysis CEA), koja omogućava upoređivanje troškova različitih opcija koje donose slične koristi kako bi se odabrala najjeftinija.CEA favorizuje najmanje skupu mjeru ili skup mje-rija kojima je potrebno postići unaprijed definisan limit zaštite od buke ili kada je potrebna politička odluka da se postigne utvrđene vrijednosti nivoa buke. CEA se može koristiti u onda kada monetarna vrijednost koristi nije utvrđena istraživačkim studijama. Gotovo redovno se primjenjuje za slučajeve poboljšanja zaštite od buke u nestambenim zonama, kao što su gradski parkovi, gdje nema egzaktnih pokazatelja uticaja izloženosti buci na dobrobit ljudi i zdravlje. Zato je bolja analiza troškova i koristi (Cost-benefit analysis CBA), jer širi skup postupaka zasnovanih na ekonomici blagostanja olakšava donošenje optimalnih odlukao javnim rashodima.

U odnosuna CEA, CBA podrazumijeva više holistički pristup. Sve pogodnosti smanjenja buke izražavaju se troškovnom efikasnošću, zbog čega je kompleksnija i zahtjevnija. CBA dobijene različite novčane vrijednosti pretvara u zajednički format, što omogućuje upoređenje mjera različitih vremenskim profila, a time i izbor izmeđualternativa manje kvalitetnih rješenja koja zahtijevaju česte i skupo održavanje ili kvalitetnijih mjera i postupaka s većim početnim ulaganjima, ali dugoročno ekonomski isplativijih zbogmanje zahtjevnogi jeftinijeg održavanja. S obzirom da se izbor metode smanjenja buke vodi razlozima ekonomske opravdanosti, rezultati CBA su izražene omjerom koristi i troškova (BCR - benefit–cost ratio) kao:ostvarene koristi na jedinicu nastalog troška ili neto koristi planiranih mjera (koristi minus troškovi). Mjere intervencije ekonomski su opravdane ako je omjer koristii odabranih mjera smanjenja bukenajmanje dvostruk (BCR>2). Međutim, kako tehničke metode smanjenja buke mogu stvoriti nove estetske vrijednosti urbanog ambijenta, smanjiti lokalno zagađenje vazduha, osigurati bolju topotnu izolaciju i time povećati energetsku efikasnost, ovaj odnos može biti imanji (BCR>1).Treba imati naumu da se time rješava i problem višestruko oslabljenog kvaliteta života, što se ne može precizno izraziti ekonomskim parametrima, koji su sasvim egzaktni kada je riječ o smanjenju radne sposobnosti izostanka očekivanih prihoda, kao izgubljene dobiti.

## ZAKLJUČAK

Za strateški sveobuhvatno i dugoročno efikasno rješavanje problemabuke od drumskog gradskog saobraćaja neophodne su organizacione, političko-zakonske i ekonomske mjere.

Na nivou Republike Srpske, gradova i opština je za dugoročno, strateško djelovanje na prevenciji i smanjenju buke od drumskog saobraćaja u gradovima potrebno djelovati u više sektora i na različiti, što sve podrazumijeva značajno angažovanje ekonomskog sektora. Posebno ističemo nužnost i hitnost izrade strategije za zaštitu od buke u urbanim sredinama, donošenje zakona i podzakonskih akata o zaštiti od buke u životnoj sredini u koje će biti ugrađene direktive i odredbe EU i smjernice Svjetske zdravstvene organizacije, zatim donošenje plana mjera za zaštitu od buke na nivou Republike Srpske, kao i donošenje regulative za smanjenje emisije i imisije saobraćajne buke.Kako u Republici Srpskoj nije regulisan večernji  $L_{eq}$ , neophodno je usklađivanje našeg zakonodavstva. Preduslov za navedeno je obezbijeđenje odgovarajućih sredstava iz budžeta kako bi se provelo sistemsko praćenje buke prema izrađenim planovima, te istraživanja u vezi samjeranjem i sistemom monitoringa uticaja buke na zdravlje populacije uopšte,

a posebno vulnerabilnih grupa. Posebno je važno utvrditi referentne ustanove kadrovski i opremom ospozobljene za provođenje monitoringa buke, izradu studija i predlaganje odgovarajućih mjera za njeno smanjenje u skladu sa strategijom i planovima zaštite u Banjoj Luci i drugim gradovima Republike Srpske.

Sve navedene potrebne mjere zahtijeva multidisciplinarni i intersektorski pristup, kao i, kako je izloženo, angažovanje finansijskih sredstava. Prekomjerna gradska saobraćajna buka je rastući problem u samom vrhu rizika po ljudsko zdravlje, koje u odgovornom društvu nema alternativu.

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# ECONOMIC ASPECTS OF THE CITY TRAFFIC NOISE: CASE STUDY

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**Abstract:** Noise pollution is one of the main environmental problems today. The main source of environmental noise is traffic noise, especially the noise of road vehicles. The continuing expansion of motorized transport in Europe and Republic of Srpska today, and especially the sharp increase in the use of private cars raises concerns about the health risks.

The aim of the case study was to determine the noise level at the location „Borik“ in Banja Luka. The measured values indicate that the noise level in this street is alarming. This paper discusses health and well-being related impacts of traffic noise pollution as well as the economic and social benefits associated with its reduction. It summarizes the latest scientific evidence on the impact of road traffic-induced noise on physical and mental health as a reaction to the high level of traffic noise risks.

According to the scientific evidence, road traffic is the main source of noise pollution in Europe that cause harmful health such as impaired communication and disturbed sleep, as well as adverse after effects such as fatigue and decreased performance, annoyance, hearing impairment, ischemic heart disease and hypertension. The effects of unhealthy noise level are reflected on living and working conditions, consequently affecting the economy.

This paper highlights economic implications and health benefits linked to cross-functionalities in the process of noise reduction in urbanism, architecture and vehicle design and methods for its evaluation. Cost-benefit analysis would be a pivotal decision-making tool for the city road traffic and land-use decisions. Economic valuation is about identifying all preferences and translating them into a money measure, to create a common denominator for comparing the pros and cons. Any decision implicitly include a money value into health effects. A holistic approach is crucial, considering the various health and economic consequences together.

**Key words:** noise pollution, city road traffic, measurement and analysis, reduction, economic valuation.

**JEL classification:** Q 53, R 41, I 1.

## TRETMAN INTERNACIONALNOG BIZNISA U SRBIJI

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**Apstrakt:** *Internacionalni biznis, kao delatnost profitnog karaktera koju privredni subjekti obavljaju u više zemalja, poslednjih decenija intenzivno prodire praktično u sve zemlje i sve dominantnije utiče na njihov bruto domaći proizvod (BDP) i na dalje oblikovanje svetske ekonomske globalizacije. Otuda je za svaku zemlju značajno da svojom ekonomskom regulativom i politikom adekvatno tretira taj biznis u korist ubrzavanja sopstvenog napretka. U tom kontekstu, prodror internacionalnog biznisa naročito je inenzivan u tranzisionim zemljama u kojima se njegovo dejstvo pretežno uprošćeno deteriminiše i kontroliše, zbog čega se, pored pozitivnih aspekata, pojavljuju i razni očigledni ili prikriveni problemi. Za primer toga, u ovom naučnom radu se sondažno razmatra tretman internacionalnog biznisa u Srbiji kao maloj tranzisionoj zemlji. Dobijeni rezultati upućuju na zaključak o nedovoljnoj iskorišćenosti pozitivnih aspekata internacionalnog biznisa, kao i na potrebu veće zaštite od negativnog dejstva poslovanja multinacionalnih kompanija. Kao jedan od bitnih razloga takvog stanja identifikovana je niska zastupljenost izučavanja oblasti internacionalnog biznisa na fakultetima i visokim školama u Srbiji.*

**Ključne reči:** *Internacionalni biznis, ekonomska politika, obrazovanje, globalizacija*

**Jel klasifikacija:** *F23; F21, F68.*

### UVOD

Tekući opšti i sve intenzivniji prodror inernacionalnog biznisa praktično u sve današnje zemlje soboom donosi određene pozitivne i negativne efekte, zavisno od toga kako ga konkretna zemlja sistemski i politički tretira. Gledano sa tog aspekta, posebno su interesantne tranzisione zemlje koje intenzivno teže sustizanju razvijenih zemalja i time privlačenju internacionalnog biznisa prevenstveno na nekritičke načine. Iako otvaranje prema stranim kompanijama nesumnjivo donosi dosta koristi, ne mogu se prenebognuti činjenice da su tokovi stranog kapitala, za razliku od tokova međunarodne trgovine, znatnopodložniji špekulacijama i moralnom hazardu (Stiglic, J. 2000). Sve to zajedno za tranzisione zemlje predstavlja značajnu opasnost daće priliv stranih investicija i povećanje obima poslovanja stranih kompanija pored pozitivnih efekata dovesti i do značajnih negativnih reperkusija po nacionalnu privrednu. Ovo tim

više što su ove zemlje često, za dobijanje nedostajućih finansijskih sredstava obraćaju MMF-u i Svetskoj banci čija je praksa da davanje kredita uslovjavaju liberalizacijom tržišta i davanjem brojnih pogodnosti stranim kompanijama čak i protivno svojim zakonskim propisima (Josifidis, K. i Prekajac, Z., 2001).

Države koje vode odgovornu nacionalnu politiku treba svoj odnos prema internacionalnom biznisu da usmeravaju na partnerstvu i uvažavanju kako svojih nacionalnih interesa, tako i ekonomskih interesa multinacionalnih kompanija, ali uz primarnu težnju očuvanja sopstvenog nacionalnog suverenita i sopstvenih resursa (Đurović, Đ., 2006). Koliko u tome uspeva Srbija, kao zemlja čiji je razvoj poslednjih decenija opterećen brojnim velikim problemima, biće istraženo u ovom radu, analiziranjem načina na koji se ova država odnosi prema delovanju internacionalnog biznisa.

## METODOLOGIJA ISTRAŽIVANJA

Predmet ovog rada je izučavanje tretmana internacionalnog biznisa u Srbiji, kao maloj tranzicionej zemlji. U vezi toga, cilj izučavanja je da se dobiju relevantni novi naučni rezultati kojim će se diferencirati pravilan od nepravilnog načina tretmana ovog biznisa. Pri tome će, s obzirom na činjenicu da skoro sve zemlje u tranziciji imaju slične karakteristike i približno isti stav prema stranim ulaganjima kao Republika Srbija, dobijeni rezultati će imati opšti (univerzalni) značaj.

Shodno tome, za potrebe izrade ovog naučnog rada kreiran je i primenjen adekvatan projekat istraživanja koji se zasniva na korišćenju poznatih teorijskih dostignuća i proučavanju adekvatne empirije, kako bi se na osnovu toga dobili novi naučni rezultati vezani za internacionalni biznis i njegovu primenu u obuhvaćenim zemljama. Metodološki gledano, determinisani su svи relevantni istraživački faktori u koje spadaju:

- problem istraživanja, koji se u ovom slučaju svodi na postavljenje pitanje važnosti tekućeg tretmana internacionalnog biznisa u Srbiji i projektovanje tog tretmana u budućnosti;
- predmet istraživanja, kojim se ovde obuhvata izučavanje zakonske regulative internacionalnog biznisa i prateće ekonomske politike u smislu sadašnjosti i budućnosti;
- ciljevi istraživanja, gde se definišu naučni i društveni ciljevi koje treba ostvariti ovim istraživanjem;
- istraživačke hipoteze, koje se odnose na prepostavljeno rešenje istraživačkog problema kao vodilju celokupnog istraživanja;
- metode istraživanja, u koje u ovom slučaju spadaju opšta (dijalektička) i posebne metode (metode studiranja i ispitivanja), na osnovu kojih treba sakupiti

- i interpretirati dobijene rezultate istraživanja;
- tehnike istraživanja, kojima će se prikupiti relevantni istraživački podaci, u okviru čega je predviđena primena registra za teorijske i upitnika za empirijske podatke. Upitnikom se obuhvata anketiranje profesora u visokoškolskim ustanovama ekonomsko i menadžerske usmerenosti u Srbiji o stanju i unapređenju državnog i obrazovnog tretmana internacionalnog biznisa u ovoj zemlji.

## OPŠTI KARAKTER INTERNACIONALNOG BIZNISA

Dosadašnja istorija internacionalnog biznisa jedugapreko 150 godina. Ovaj način privredovanja prve su počele da primenjuju pojedine vodeće kompanije iz SAD, tako što su vođene željom za osvajanjem što većeg tržišta i profita, prenosile delove svog poslovanja u druge zemlje, a pre svega u evropske (Zečević, M, 2004). Epitet američki ova vrsta poslovanja je nosila više od jednog veka, sve dok 70-tih godina prošlog veka, dok nisu i pojedine azijske i evropske firme počele da šire svoje poslovne operacije na inostrana tržišta (Geoffrey, J., 1996). Prvobitni oblik internacionalnog biznisa zasnovao se isključivo na proizvodnim dobrima, da bi razvojem tehnologije i informatike počeo da se širi i na oblast usluga, koje danas zauzimaju značajan obim internacionalnog poslovanja (Franc, S., 2017). Razvojni tok internacionalnog biznisa nije bio lak, ali se ipak i pored svih teškoća neprekidno povećavao. Njegovom širenju značajno je doprinela razvojna nauka i tehnologija, kao i opšti proces globalizacije uz čiju pomoć se ova vrsta poslovanja proširila po čitavom svetu (Davis, S. 2008). Ekomska snaga internacionalnog biznisa je dostigla gotovo neslućene razmere koje se trenutno procenjuju na više od 60% ukupnog svetskog bruto domaćeg proizvoda.

Osnovu ovog napretka čini: intenzivni razvoj primenjene nauke i tehnologije čije najnovije i ujedno najefikasnije rezultate upravo preuzima internacionalni biznis sa svojim po pravilu visoko kompetentnim menadžmentom. Na taj način, proizvodi internacionalnog biznisa su u osnovi izrazito tržišno kvalitetniji i jefitniji od istih proizvoda koje nude domaći proizvođači koji koriste starije i manje efikasne proizvodne tehnologije. Taj i takav biznis prvenstveno se usmerava u reprodukovanje proizvoda i usluga masovnog karaktera, s jedne, i visoko složenih proizvoda i usluga, s druge strane (Buckley, P, 2009: 308)

Filozofija tog biznisa je jednostavna i svodi se na to da se njime pokriju potrebe sve većeg dela svetskog tržišta, sa osnovnim ciljem stvaranja što većeg profita za vlasnike tog biznisa. U tom kontekstu u primeni ove filozofije internacionalnog biznisa postoje razni pristupi koji odgovaraju kulturama naroda iz koje potiču (Đurović Đ, Jerinić D., 2017), pa su tako poznati američki (pragmatični), evroski

(racionalistički) i japanski (fetistički) pristup. Ostali pristupi unutar te filozfije predstavljaju mešavinu ovih osnovnih pristupa.

Shodno izloženom, treba dodati i to da se internacionalni biznis na razne načine definiše. U tome, s razlogom se može uzeti da se njime obuhvata biznis privrednog subjekta koji svoje poslovanje obavlja u svojoj zemlji, kao matičnoj državi i u drugim zemljama u svojstvu filijala. On po svojoj orijentaciji može biti centralizovan i decentralizovan, s tim što njega vodi jak menadžment uz pomoć savremene nauke i tehnologije (Freiling, G., i drugi, 2016).

Posledice pojave i delovanja internacionalnog biznisa u odnosu na zemlju u kojoj je on inkorporiran mogu se podeliti na pozitivne i negativne. U pozitivne posledice spadaju dospinjeni rastu BDP-a i podizanje zaposlenosti u konkretnoj zemlji, a negativne posledice se odnose na neselektivno uništavanje i raubovanje prirodnih resursa zemlje i usputno suzbijanje i eliminisanje istorodnih domaćih privrednih subjekata. Upravo zato svaka zemlja svojom ekonomskom politikom teži da odgovarajućim merama doprinosi maksimiziranju pozitivnih efekata tog biznisa, s jedne strane, i da takođe svojim merama minimizira njegove negativne efekte, s druge strane (Dugalić, N., Novović, M., 2017).

Zbirno gledano, sve većim prodorom internacionalnog biznisa u svetsku privredu, naročito poslednjih decenija, jača svetska ekomska globalizacija koja sve više potire razlike u ekonomiji i kulturi između pojedinih zemalja, svodeći celo čovečanstvo na svojevrsno selo u kome nacionalne granice postaju sve labavije. Filozofski, sociološki i politički pogledi na ovu sve izvesniju realnost su različiti, tako da se sada sa sigurnošću ne mogu ocenjivti krajnji rezultati uticaja internacionalnog biznisana privredu i stanovništvo pojedinih država i sveta kao celine.

## **PRODORI I EFEKTI INTERNACIONALNOG BIZNISA**

Multinacionalne kompanije, kao nosioci internacionalnog biznisa, najpre se generišu u razvijenim zemljama budući da su one rasadnici naoročito nove razvojne nauke i centri visokog obrazovanja, što predstavlja osnovne uslove za pojavu ekonomski jakih i visoko kompetentnih preduzetnika spremnih za ulaganje kapitala u druge zemlje. Iz tih razloga, po pravilu je generisano mnoštvo svetski poznatih multinacionalnih kompanija kojih sada ima preko 5.000 i koje uvek po raspoloživom kapitalu, prirodu i profitu zauzimaju najviša mesta na svetskim listama (Forbs i dr.).

S obzirom na svoju ogromnu i sve veću ekonomsku snagu, sadašnje multinacionalne kompanije praktično diktiraju formu i efekte započete svetske globalizacije,

uz istovremeno rastući politički uticaj na razvoj ekonomije u zemljama u koje su prodrle. Na taj način one predstavljaju sve ozbiljniju pretnju usmerenu na ograničavanje suvereniteta konkretnih država, što predstavlja problem koji se teško može rešiti. Uspeh u tome zavisi od pravne uređenosti zemlje, odnosno od kvaliteta konkretnog regulisanja statusa i dejstva internacionalnog biznisa u zemlji.

Sve te kompanije su po logici tržišne ekonomije ne samo u međusobnom konkurenčnom odnosu, već još više u takmičarskom odnosu sa istorodnim nacionalnim kompanijama zemalja gde su locirane. Otuda one imaju stalnu težnju ka osvajanju novih tržišta na kojima će imati slabiju tržišnu konkurenčiju čime će održavati i ojačavati svoj ukupan poslovni potencijal i prateći profit. U takvim okolnostima ne mali broj vodećih multinacionalnih kompanija ostvaruje prihode koji su veći od bruto domaćeg proizvoda većine zemalja u svetu. Primera radi, ukupan prihod 10 najvećih svetskih kompanija u 2017. godini iznosio je 2.744 milijardi dolara. S druge strane od 182 države u svetu koje statistički prati Međunarodni monetarni fond, njih 119 zajedno u posmatranoj godini ostvarilo je ukupan bruto domaći proizvod od 2.672 milijare dolara. (Tabela 1.).

**Tabela 1.** Odnos prihoda 10 najvećih multinacionalnih kompanija u svetu i BDP 119 država

Rang	Kompanija	Država	Prihod u milijardama dolara
1	Walmart	United States	500
2	State Grid	China	315
3	Sinopec Group	China	268
4	China National Petroleum	China	263
5	Toyota Motor	Japan	255
6	Volkswagen	Germany	240
7	Royal Dutch Shell	Holandija (UK)	240
8	Berkshire	United States	242
9	Hathaway	United States	216
10	Apple	United States	205
Ukupan prihod 10 najvećih kompanija			2744
Ukupan BDP 119 država			2662

**Izvor:** "Global 500 2017". Fortune. Number of companies data taken from the "Country" box. – za kompanije i IMF World Economic Outlook (WEO) Database, October 2017, <https://knoema.com/IMFWEO2017Oct/imf-world-economic-outlook-weo-database-october-2017> - za BDP po zemljama.

Ovakve rezultate najveći broj današnjih multinacionalnih kompanija postiže zahvaljujući tome što izuzetnu pažnju posvećuju kompetentnosti svog menadžmenta i stalnom obogaćivanju i usavršavanju njihovog znanja(Goodman, Neal, 214). Pored toga bitan efekat ima i činjenica što one svoj razvoj zasnivaju na najnovijim tekovinama primenjene nauke i tehnologije čijom materijalizacijom se stalno reproducuju sve efikasnije metode i sredstva u primenjenoj tehnologiji obuhvaćene proizvodnje ili pružanja usluga (Đurović, Đ., Vujanić, I., 2017).

Gledano sa aspekta svetskog prodora, multinacionalne kompanije su sada inkorporirane praktično u sve zemlje. One su svoje poslovanje najpre širile u druge razvijene zemlje, da bi zatim svoju proizvodnju i usluge nastavile da prenose u gotovo sve delove i države sveta (Hill Ch., Hult Th. 2017). Ovakav prodor zasniva se na opšte prihvaćenom principu nesmetanog kretanja ljudi, kapitala roba i usluga, koji je izведен iz teorije tržišne ekonomije koja trenutno dominira svetskom privredom. Naravno, čitav ovaj proces je potpomognut ubrzanjem globalizacije i razvojem sve naprednijih, bržih i bezbednijih informatičkih sredstava komunikacija (Wild, J, Wild K, 2015). Međutim, u čitavom tom prodoru svaka država je zadržala pravo da reguliše opšte uslove ulaska i delovanja internacionalnog biznisa (multinacionalnih kompanija) na svojoj teritoriji, što se prvenstveno odnosi na stimulisanje pozitivnih i suzbijanje negativnih aspekata delovanja tog biznisa.

U analizi dejstva koji prodor internacionalnog biznisa ostvaruje u Srbiji, pošlo se od činjenice da ova zemlja ima oko 7,2 miliona stanovnika i oko 2,9 miliona zaposlenih (od čega oko 450.000 u javnom sektoru), kao i da po karakteristikama dostignutog razvoja pripada kategoriji malih tranzisionih zemalja, sa težnjom da ubrzanim tempom sustigne razvijene zemlje. Prema podacima APR-a, u aprilu tekuće 2018. godine broj registrovanih privrednih subjekata je iznosio oko 390.000, od čega oko 145. 000 privrednih društava i oko 245.000 preduzetničkih radnji. Od ovog broja, oko 4.500 su strani privredni subjekti, od kojih je oko 90% malih preduzetničkih trgovinskih radnji i oko 10% preduzeća koja posluju u raznim delatnostima. Među ovih 10 odsto privrednih subjekata, njih oko 270 su filijale velikih inostranih multinacionalnih kompanija i one u Srbiji reprezentuju tekući internacionalni biznis. Ukupan broj zaposlenih u ovim filijalama je oko 300.000 domaćih radnika, čemu treba dodati i oko 200.000 zaposlenih u raznim domaćim firmama koje su kooperantski vezane za navedene inostrane firme. To zbirno znači da je prisutni internacionalni biznis zaposlio oko 500.000 domaćih radnika, pri čemu se procenjuje da on u stvaranju BDP-a učestvuje sa oko 40%. Učešće internacionalnog

biznisa u Srbiji se stalno povećava, a posebno je intenzivirano početkom tekuće godine, tako da se očekuje da će sa najavljenim skorašnjim dolaskom nekoliko desetina velikih stranih preduzeća njihov udio u BDP Srbije, ubrzo premašiti 50%.

Zbirno gledano, može se reći da je na teritoriji Srbije internacionalni biznis zastupljen u dobroj meri, kao i da se ova zemlja danas smatra liderom među tranzisionim zemljama po atraktivnosti za strana ulaganja. Naravno, navedeni podaci imaju kvantitativni karakter i zato ne ukazuju na tretman države i visokog obrazovanja prema zastupljenom internacionalnom biznisu u Srbiji, što je veoma važno za budućnost ove emlje, o čemu će se nadalje konkretnije raspravljati.

## **ODNOS DRŽAVE PREMA INTERNACIONALNOM BIZNISU U SRBIJI**

Radi sagledavanja dejstva tekućeg internacionalnog biznisa u Srbiji, odlučujuću važnost ima državni i obrazovni tretman tog biznisa. Upravo zbog toga, za potrebe ovog naučnog rada, priređeno je anketiranje proedstavnika nastavnika sa fakulteta i visokih škola u Srbiji koji realizuju studijske programe ekonomije i menadžmenta. Planiran uzorak ispitanika iznosio je 53 nastavnika (37 sa fakulteta i 16 sa visokih škola), a odgovori su dobijeni od 36 nastavnika (24 sa fakulteta i 12 sa viskoih škola). Iz tih razloga može se reći da je realan uzorak ispitanika reprezentativan budući da je iznosio 68% u donosu na planirani i da su njime obuhvaćeni predstavnici više od polovine svih visokoškolskih ustanova u Srbiji koje realizuju ekonomske i menadžerske studijske smerove. Što se tiče dela upitnika koji se odnosi na odnos države prema internacionalnom biznisu u Srbiji, ispitanicima je postavljeno 5 pitanja – koja će se nadalje izložiti uz dobijene anketne rezultate i prateće komentare.

Prvo pitanje se odnosilo na ocenu mere kojom država u Srbiji podstiče pozitivno delovanje internacionalnog biznisa (u smislu njegovog doprinosa rastu BDP-a i povećanja društvene zaposlenosti), naravno uz obezbeđivanje ostvarivanja bitnog interesa stranih kompanija da pri tome za sebe ostvare profit. Povodom toga, velika većina ispitanika (30 ispitanika ili 83%) smara da država ovo delovanje podstiče u značajnoj meri (tabela 2). To praktično znači da je država razvila prikladan sistem privlačenja stranih direktnih investicija sa raznim stimulansima uz težnju da taj proces pojednostavi i da uz to obezbedi potrebnu pravnu sigurnost stranim investorima. Naravno, sve to je s razlogom motivisalo ispitanike da se u osetnoj većini opredеле za navedeni odgovor.

**Tabela 2.** U kojoj meri naša država podstiče pozitivno dejstvo internacionalnog biznisa (u cilju povećanja BDP i zapošljavanja)

Ponuđeni odgovori	Broj odgovora	% odgovora
a) u značajnoj meri	30	83
b) u osrednjoj meri	4	11
v) u maloj meri	2	6
$\Sigma$	36	100

**Izvor:** Upitnik – 1. pitanje (koeficijent korelacijske odgovora ispitanika sa fakultetom visokih škola  $r=0,93$ ).

Drugim pitanjem je takođe obuhvaćena ocena mere kojom država suzbija negativno dejstvo internacionalnog biznisa (čime se obuhvata zaštita domaćih privrednika od strane konkurenčije i očuvanje raspoloživih neobnovljivih i obnovljivih privrednih resusa), a čemu je internacionalni biznis po svojoj suštini naklonjen. U odnosu na ponuđene alternativne odgovore, ispitanici su se velikim delom izjasnili da država o tome vodi osrednju brigu (19 ispitanika ili 53%), što predstavlja očekivan odgovor (tabela 3). Naime, ispitanici su pri tome imali u vidu da srpska država najpre dovodi multinacionalne kompanije iz onih delatnosti kojima se domaće firme ne bave, ili se ne bave u dovoljnoj meri, pa su one time relativno zaštićene od stranih i jačih konkurenata. Međutim, u odgovoru na ovo pitanje ispitanici su svakako imali u vidu nerazrađen državni sistem u Srbiji koji se odnosi na održivo očuvanje raspoloživih, pre svega prirodnih resursa.

**Tabela 3.** U kojoj meri naša država suzbija negativno dejstvo internacionalnog biznisa (u smislu zaštite domaćih privrednika i očuvanja raspoloživih resursa)

Ponuđeni odgovori	Broj odgovora	% odgovora
a) u značajnoj meri	4	11
b) u osrednjoj meri	19	53
v) u maloj meri	13	36
$\Sigma$	36	100

**Izvor:** Upitnik – 2. pitanje (koeficijent korelacijske odgovora ispitanika sa fakultetom visokih škola  $r=0,90$ ).

Treće pitanje je bilo usmereno prema oceni ekonomskih efekata koji se u Srbiji ostvaruju dejstvom inkorporiranog internacionalnog biznisa. U svojim odgovorima na ovo pitanje se najveći broj ispitanika opredelio za odgovor da su ti efekti uglavnom dobri (20 ispitanika ili 56%), a nešto manji broj (14 ispitanika ili

39%)) da su oni veoma dobri (tabela 4). Na ovakvo opredeljenje verovatno je uticala činjenica da u Srbiji poslednjih godina raste nivo BDP-a u čemu bitnu ulogu imaju poslovni rezultati zastupljenog internacionalnog biznisa. Time se ujedno i opravdava uložen veliki trud države u Srbiji u privlačenju stranih prvenstveno direktnih investicija.

**Tabela 4.** S obzirom na ocenjeno delovanje države, kakvi se ekonomski efekti ostvaruju u zastupljenom internacionalnom biznisu u Srbiji

Ponuđeni odgovori	Broj odgovora	% odgovora
a) veoma dobri	14	39
b) uglavnom dobri	20	56
v) pretežno loši	2	5
Σ	36	100

**Izvor:** Upitnik –3. pitanje (koeficijent korelacije odgovora ispitanika sa fakultetai visokih škola  $r=0,91$ )

Četvrto pitanje je imalo za cilj da ukaže na stavove ispitanika u vezi sa unapređivanjem državnih mera čija primena bi poboljšala pozitivno delovanje internacionalnog biznisau Srbiji. U vezi toga većina ispitanika (22 ispitanika ili 61%) smatra da sadašnje podsticajne mere treba pojačati, dok njihov manji broj (12 ispitanika ili 33%) ocenjuje da država treba da uvede druge podsticajjne mere (tabela 4). Povodom toga treba reći da većina ispitanika podržava državne mere privlačenja stranih direktnih investicija, s tim da se one pojačaju kako bi efekti toga bili što veći. Međutim, kada je reč o opredeljenju onih ispitanika koji su za uvođenje drugih mera (verovatno ojačavanje pravne sigurnosti biznisa i sl.) u osnovi nije jasno koje bi to bile mere naspram sadašnjih mera i drugih ustupaka koje u Srbiji čekaju strane investitore.

**Tabela 5.** Šta bi država trebalo da preduzme kako bi pozitivno delovanje internacionalnog biznisa u Srbiji bilo poboljšano

Ponuđeni odgovori	Broj odgovora	% odgovora
a) da pojača sadašnje podsticajne mere	24	67
b) da nastavi sa sadašnjim podsticajima	4	11
v) da primeni druge podsticaje	8	22
Σ	36	100

**Izvor:** Upitnik – 4. pitanje (koeficijent korelacije odgovora ispitanika sa fakultetai visokih škola  $r=0,89$ ).

Najzad, peto pitanje se odnosilo na to šta bi država trebalo da preduzme kako bi negativno dejstvo internacionalnog biznisau Srbiji bilo smanjeno. U tom kontekstu, glavnina anketiranih (25 ispitanika ili 69%) je ocenila da je neophodno značajno pojačati zaštite mere, iza čega sledi opredljenje (10 ispitanika ili 28%) da sadašnje zaštine mere treba donekle pojačati (tabela 6). Budući da se ovde radi o zaštiti domaćih kompanija i očuvanju raspoloživih prirodnih resursa, većina ispitanika upravo smatra da su domaći proizvođači slabo zaštićeni od nadmoćnije strane konkurenциje, pa su se oni zato u većini opredelili za stav da država treba značajno da pojača zaštitne mere. Ova poruka je veoma bitna, budući da ona ukazuje na ugroženost daljeg održivog razvoja Srbije.

**Tabela 6.** Šta bi država trebalo da preduzme kako bi negativno dejstvo internacionalnog biznisa u Srbiji bilo smanjeno?

Ponuđeni odgovori	Broj odgovora	% odgovora
a) da značajno pojača zaštitne mere	25	69
b) da donekle pojača zaštite mere	10	28
v) da nastavi sa sadašnjom zaštitom	1	3
$\Sigma$	36	100

**Izvor:** Upitnik – 5. pitanje (koeficijent korelacije odgovora ispitanika sa fakultetom visokih škola  $r=0,93$ ).

Zbirno gledano, može se reći da je država Srbija poslednjih godina uložila dosta truda na privlačenju stranih investitora, tj. internacionalnog biznisa, u čemu je nesporno ostvarila određene pozitivne rezultate naročito vezane za rast BDP-a i povećanje društvene zaposlenosti. Taj očigledno agresivan poduhvat praćen je i određenim slabostima, koje se, kako je već rečeno, u suštini svode na ugrožavanje održivosti razvoja Srbije sa aspekta očuvanja kako sopstvenih privrednih kompanija, tako i na očuvanje raspoloživih prirodnih resursa (naročito neobnovljivih). Upravo zato navedena većina visoko kompetentnih ispitanika se i opredelila za odgovore kojima podržavaju mere države u podsticanju pozitivnih strana internacionalnog biznisa (podizanja BDP-a i povećanja zaposlenosti) i u potrebi pooštovanja mera za suzbijanje negativnih dejstva tog biznisa (na ugrožavanje domaćih privrednih kompanija i raspoloživih prirodnih resursa).

## ODNOS OBRAZOVANJA PREMA INTERNACIONALNOM BIZNISU U SRBIJI

Kao što je već rečeno, pomenutim upitnikom sa istim ispitanicima kao i u prethodnom delu, pored odnosa države, obuhvaćen je i odnos visokog obrazovanja prema sve

prisutnjem internacionalnom biznisu u Srbiji – ceneći da ta dva odnosa odlučujuće utiču na tekući i dalji razvoj ove, kao i svake druge njoj slične zemlje. Shodno tome, istzraživanje odnosa visokog obrazovanja prema internacionalnom biznisu u Srbiji svodilo se na ocenu izučavanja tog biznisa na fakultetima i visokim strukovnim školama, s obzirom na njegovu sve krupniju ulogu u generisanju BDP-a i društvenom zapošljavanju u ovoj zemlji koja će se nesporno nastaviti i sve više globalizovati. Iz te oblasti ispitanicima su postavljena tri bitna pitanja koja će se nadalje izložiti zajedno sa datim odgovorima ispitanika i pratećim prigodnim interpretacijama.

Prvo pitanje odnosilo se na primenjene oblike izučavanja internacionalnog biznisa na visokoškolskim ustanovama ekonomskog smera na kojima su zaposleni ispitanici način nastanici. U vezi sa tim izrazito veliki broj ispitanika se izjasnio da se na njihovim visokoškolskim ustanovama oblast internacionalnog biznisa samo parcijalno izučava kroz pojedine nastavne predmete (29 ispitanika ili 80%), što samim tim ukazuje na neprikladan odnos naših fakulteta i visokih škola prema sve prisutnjem internacionalnom biznisu u Srbiji (tabela 7). Naime, kako je u ovom radu već rečeno, u internacionalnom biznisu u Srbiji sada je zaposleno oko 500.000 radnika (oko 300.000 u filijalama i oko 200.000 kao koperanti ovog biznisa), a strane kompanije sada generišu više od 40% ukupnog BDP-a, sa tendencijom daljeg rasta. Ti podaci upućuju na krupan i rastući značaj posmatranog biznisa čije karakteristike i suštinu studenti ekonomije i menadžmenae moraju poznavati zog svog budućeg profesionalnog rada bez obzira na to da li će se zapošliti u stranim frmama ili će posredno održavati kontakt sa tim biznisom.

**Tabela 7.** U kom obliku se u Vašoj visokoškolskoj ustanovi izučava oblast internacionalnog biznisa

Ponuđeni odgovori	Broj odgovora	% odgovora
a) u okviru posebnog studijskog programa	1	3
b) u okviru posebnih predmeta	6	17
v) u okviru drugih predmeta	29	80
$\Sigma$	36	100

**Izvor:** Upitnik – 6. pitanje (koeficijent korelacije odgovora ispitanika sa fakultetom visokih škola  $r=0,94$ ).

Drugim pitanjem u ovom delu se težilo utvrđivanju stavova ispitanika o meri u kojoj se u našem ekonomskom i menadžerskom visokom obrazovanju izučava oblast internacionalnog biznisa. Dominantan odgovor na ovo pitanje (32 ispitanika ili 89%) bio je da se to izučavanje realizuje u maloj meri (tabela 8). Takvo većinsko opredeljenje znači da budući ekonomisti i menadžeri u Srbiji

ji završavaju svoje studije sa samo površnim poznavanjem sve značajnijeg i sve masovnijeg delovanja internacionalnog biznisa. Na taj način ova vrsta poslovanja postaje svojevrsna privredna misterija čiji je suštinski karakter nedovoljno poznat ne samo običnim građanima već i profesionalni ekonomistima i menadžerima koji u njemu učestvuju i koji sa svoje strane treba da brinu o njegovom primervaranju daljim razvojnim intersima Srbije i njenom prikladnom inkorporiranju u savremenu podelu rada i tekuću opštu ekonomsku globalizaciju.

**Tabela 8.** U kojoj meri se, po Vašem mišljenju, u visokom obrazovanju Srbije izučava oblast internacionalnog biznisa

Ponuđeni odgovori	Broj odgovora	% odgovora
a) u dovoljnoj meri	-	-
b) u osrednjoj meri	4	11
v) u maloj meri	32	89
$\Sigma$	36	100

**Izvor:** Upitnik – 7. pitanje (koeficijent korelacije odgovora ispitanika sa fakultetom visokih škola  $r=0,96$ )

Na kraju, treće, poslednje pitanje za ispitanike iz dela o tretmanu internacionalnog biznisa u visokoškolskom obrazovanju Srbije, odnosilo se na ocenu anketiranih ispitanika o tome šta treba učiniti da bi izučavanje internacionalnog biznisa u Srbiji bilo efikasnije. Po očekivanju, većina ispitanika se u vezi toga opredelila za stav da u sistem visokog obrazovanja treba uvesti više takvih studijskih programa (24 ispitanika ili 67%), dok se ostatak ispitanika opredeljivao između povećanja broja takvih predmeta i rasta fonda časova na njima (tabela 9). Ovakva reakcija ispitanika je sasvim logična jer ukazuje na nezadovoljstvo ispitanika sadašnjim tretmanom internacionalnog biznisa u visokom obrazovanju Srbije koji je evidentno usputan i fragmentaran i kao takav ne stvara mogućnosti za sticanje adekvatnih znanja čija primena bi u praksi mogla da doprinese daljem ekonomskom i društvenom razvoju zemlje.

**Tabela 9.** Šta bi trebalo učiniti da izučavanje internacionalnog biznisa u Srbiji bude efikasniji?

Ponuđeni odgovori	Broj odgovora	% odgovora
a) povećati fond časova na postojećim predmetima	5	14
b) uvesti više takvih predmeta	7	19
v) uvesti više takvih studijskih programa	24	67
$\Sigma$	36	100

**Izvor:** Upitnik – 8. pitanje (koeficijent korelacije odgovora ispitanika sa fakultetom visokih škola  $r=0,91$ )

Sintetizovano gledano, anketiranje ispitanika o tretmanu internacionalnog biznisa u visokom obrazovanju Srbije jasno je pokazalo da u tome ima ozbiljnih problema, kako u oblasti upoznavanja karaktera i suštine tog biznisa, tako i u smislu njegovih ciljeva zajedno sa primenjenom tehnologijom i poslovnim komuniciranjem. Na taj način najveći broj studenata ekonomije u Srbiji ima male mogućnosti za izučavanje internacionalnog biznisa, pa otuda njihova buduća profesionalna kompetentnost veoma gubi na upotrebljivosti, kada je u pitanju njihovo zapošljavanje u stranim kompanijama. Ovo predstavlja i poseban hendiček za buduće ekonomiste koji će raditi u javnoj upravi i direktno uticati na način odnošenja državnih organa prema internacionalnom biznisu, pri čemu je realno očekivati visok stepen rizika od donošenja pogrešnih odluka usled nedovoljnog poznavanja te oblasti. Upravo zato sasvim ozbiljno se moraju imati u vidu anketni rezultati po kojima ispitanici insistiraju na kompletnejem izučavanju internacionalnog biznisa u visokom obrazovanju u Srbiji.

## ZAKLJUČAK

Izloženo razmatranje tretmana internacionalnog biznisa od strane države i visokog obrazovanja u Srbiji omogućilo je izvođenje nekoliko narednih osnovnih zaključaka.

- a) Internacionalni biznis kao poslovno delovanje izrazito ambicioznih privrednih subjekata u vešem zemlja, a koji se uobičajeno nazivaju multinacionalnim kompanijama ima tradiciju dužu od 150 godina. Njihov osnovni cilj je bio i ostao da širenjem svog poslovanja u druge zemlje osvajaju nova tržišta i time održavaju i uvećavaju svoj profit. Na tom putu, koji do sada nije bio lak i lagodan, ove kompanije su opstale i razvijale se prvenstveno upornom težnjom da stalno jačaju svoju tržišnu konkurentnost zasnovanu na primeni novih tehnologija nastalih kao rezultat najnovijih saznanja iz određenih oblasti naučnih istraživanja čiji rezultati su po pravilu ubek bili tehnološki uspešniji od prethodnih.
- b) Shodno svom takvom putu razvoja i delovanja, a naročito u poslednjim decenijama u kojima su u svetu prihvaćeni principi slobodnog kretanja kapitala, roba i ljudi, podržani tekucim naučno-tehnološkim progresom, internacionalni biznis doživljava svoj pun procvat koji se dokazuje njegovim stalnim i sve većim prodorom praktično u sve današnje zemlje sveta. On, kao takav, stalno uvećava svoj doprinos generisanju BDP-a nacionalnih država i svojim delovanjem direktno utiče na stalno jačanje svetske, naročito tzv. ekonomske globalizacije. U takvoj situaciji, pored pozitivnih strana, internacionalni biznis ima i negativne efekte

koji se naročito ogledaju u njegovoј težnji da suzbija državni suverenitet, zatim da usporava razvoj nacionalnog biznisa, kao i da se zarad što većeg profita, kao svog glavnog cilja, razorno odnosi prema održivom korišćenju prirodnih resursa države u kojoj posluje.

c) Upravo zbog toga, svaka nacionalna država na svojoj teritoriji morabrinuti o pdržavanju pozitivnih i suzbijanju negativnih dejstava tog biznisa uspostavljanjem određene zakonske regulative. Naravno, u tome su u prednosti razvijene u odnosu na manje razvijene zemlje. Iz tih razloga u ovom naučnom radu se razmatra tretman internacionalnog biznisa od strane države i visokog obrazovanja u Srbiji kao tranzicionoj zemlji, s tim što su tako dobijeni rezultati najvećim delom reprezentativni i za sve ostale slične manje razvijene zemlje.

d) U poslednjim godinama, Srbija je u nameri da se što brže ekonomski razvija, ofanzivno krenula u privlačenje internacionalnog biznisa kao bitnog uslova za ubrzavanje rasta svog BDP-a i povećavane ukupne društvene zaposlenosti. Ta državna aktivnost se može tretirati kao uspešna budući da u Srbiji sada posluje oko 400 filijala srednjih i velikih stranih multinacionalnih kompanija sa oko 300.000 zaposlenih i sa 200.000 indirektno zaposlenih kod domaćih kooperanata, što čini obim od oko 500.000 lica koji u stvaranju BDP-a učestvuju sa oko 40%, i koji su za oko 4 puta ekonomskih produktivniji od oko 2 miliona ostalih zaposlenih u privatnom sektoru Srbije. Međutim, takav pozitivan trend praćen je i određenim zanemarivanjem negativnih refleksija internacionalnog biznisa, što se naročito odnosi na slabo zaštićene domaće kompanije od konkurentnstkog dejstva internacionalnog bizisa, odnosno na prepuštanje korišćenja nedovoljno zaštićenih prirodnih resursa multinacionalnim kompanijama koje se u njihovoj eksploataciji rukovode jedino željom za ostvarivanjem što većeg profita. Sve ovo su potvrdili rezultati izvedenog anketiranja probranih nastavnika ekonomije i menadžmenta u visokoškolskim ustanovama Srbije.

e) Slično se odnosi i na tretman razvoja internacionalnog biznisa u visokom obrazovanju Srbije, budući da je to takođe dobrim delom zanemareno po mišljenju anketiranih ispitanika. Na taj način suština interacionalnog biznisau Srbiji dobrim delom nije poznata ekonomskim stručnjacima, a još manje ostalim građanima. Otuda se može i razumeti navedeni tretman internacionalnog biznisa od strane države u Srbiji budući da u tome učestvuju ekonomski stručnjaci ove zemlje.

f) Upravo zato ovakav tretman internacionalnog biznisa u Srbiji se mora una-predivati prvenstveno od strane države, a zatim i od visokoškolskih ustanova.

Suština tih unapređenja svodi se na sistematsko podržavanje pozitivnog i suzbijanje negativnog delovanja tog biznisa čime će se on sve više stavljati u funkciju najkrupnijeg pomažućeg faktora u daljem razvoju ove zemlje. Naravno, te mere ne važe samo za Srbiju već i za svaku današnju zemlju (a naročito za zemlje u tranziciji).

g) Na osnovu dobijenih navedenih rezultata u ovom kratkom sondažnom istraživanju, može se konstatovati da su oni doveli do uspešnog rešenja postavljenog problema istraživanja i do pozitivne verifikacije utvrđenih istraživačkih hipoteza.

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## TREATMENT OF INTERNATIONAL BUSINESS IN SERBIA

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**Abstract:** The international business has been consistently represented in the world economy for more than 150 years and has been continuously increasing and strengthening all the time, making it today the most important economic and globalization factor that undoubtedly dominates the world economy. It is characterized primarily by the so-called. multinational corporations that operate through their affiliates in several countries with the main goal of maintaining and increasing their profits. They are now present practically in all countries of the world, and it is estimated that their business activities now contribute to generating the global GDP of about 75%. Such a progressive multinational business generally bases itself on highly competent management and the use of the latest and increasingly productive technologies as a materialized expression of the development of applied economic and social sciences. Within all this, regarding the world-established freedom of movement of capital and labor, national states are making increasing efforts to regulate the breakthrough and functioning of an international business in their territories in the interest of their progress.

In this context, in order to regulate the operation of the international business, it has been selected to study the treatment of international business in Serbia, as a small transition country, with the results thus obtained being representative for all the countries of the present day. Consequently, the focus of these studies is the attitude of the state of Serbia and its higher education towards the emerging international business. In this paper, with the help of an adequate questionnaire and respondents from higher education institutions, the attitude of the state and higher education towards the international business is considered, where adequ-

*ate breakthrough of the positive and inert suppression of the negative activity of that business is ascertained. The positive treatment of this business is reflected in the state stimulation of its attraction in order to raise the level of GDP and employment, while the negative sides refer to the insufficient protection of national economic entities, the poor protection of the available natural resources, and the insufficient study of that business in higher education system of Serbia.*

*On this basis, the paper presents suggestions that the state of Serbia and its higher education should even more constructively treat international business in the function of its further economic prosperity. Of course, all these results are not representative for Serbia only, but practically for all other countries.*

**Keywords:** International business, economic policy, education, globalization

**Jel classification:** F23; F21; F28

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**Summary se daje u proširenom obliku, čija dužina može da bude do 1/10 dužine naučnog rada.** Navodi se na kraju rada, poslije literature. U gornjem lijevom ugлу navodi se ime i prezime autora (TNR, 12). Tri proreda niže **NASLOV RADA** na engleskom jeziku – ukoliko je rad pisan na jezicima BiH, odnosno na jezicima BiH ukoliko je rad pisan na engleskom jeziku. (TNR, 14, bold). Potom, dva proreda niže slijedi **Summary** (TNR 12, bold), pa tekst (TNR 11, italic). Poslije teksta, jedan prored niže **Key words** (TNR 12, bold): *key word 1, key word 2, ...key word 5* (TNR 11, italic). I prored niže **JEL classification** (TNR 12, bold): *E04, B12* (TNR 11, italic).

**Pozivanje na pojedince u tekstu** treba da sadrži ime, srednje slovo i prezime pri prvom navođenju. U naknadnim navođenjima se navodi samo prezime. Ne treba koristiti titule kao što su gospodin, doktor, profesor, itd. Na primjer: Alan S. Blinder (2006) [Prvo navođenje], Blinder (2006) [daljnja navođenja].

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Na primjer: Social Science Research Council (SSRC) [prvo navođenje], SSRC [ostala navođenja].

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Firebaugh (1999) [daljnja navođenja]; Andrea Boltho i Gianni Toniolo (1999) [prvo navođenje], Boltho i Toniolo (1999) [daljnja navođenja]; Albert Berry, Francois Bourguignon, i Christian Morrisson (1983) [prvo navođenje], Berry, Bourguignon, i Morrisson (1983) [daljnja navođenja]. Kada se citira više djela jednog istog autora, treba dati prezime autora i godinu izdanja u zagradi, prilikom svakog daljnog navođenja. Kada se navodi lista referenci unutar teksta, treba ih poredati hronološkim redom, pa zatim abecedno po godinama. Ako se radi o četiri ili više autora, navesti prvog autora, a zatim et al. i godinu; na primjer: Stefan Folster et al. (1998). Ako postoji više od jednog izdanja iz iste godine nekog ili više autora, navesti godinu i slova a, b, itd. (primjer: 1997a, b).

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slobodna reda između **naslova** tabela i teksta. Slike se moraju slati u elektronskoj formi. Ako se koristi ilustracija iz štampanih izvora, potrebno je pismeno odobrenje vlasnika autorskih prava. Izvor treba navesti ispod tabele, grafikona i slike. **Font izvora: TNR 11, italic.** Citiranja u okviru navedenog Izvora se rade na isti način kao u tekstu. Ukoliko su tabele, grafikoni i cifre plod pro- računa, pregleda ili procjena autora, onda to takođe treba naglasiti.

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**Fusnote i skraćenice.** Ako je potrebno, navođenja u fusnotama trebalo bi koristiti na isti način kao u tekstu. Skraćenice takođe treba izbjegavati, osim izrazito uobičajenih. Skraćenice navedene u tabelama i slikama trebalo bi objasniti.

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## PRIMJERI NAVOĐENJA PREMA APA PUBLIKACIJI

Chaston, I. and Mangles, T. (2002), *Small business marketing management*, Creative Print & Desing (NJales), London, str.148.

Hills, G. (1995), “Forenjord,” *Marketing and Entrepreneurship in SME*, No. 2/95, str. 25.

EUROSTAT Database ([http://epp.eurostat.ec.europa.eu/portal/page/portal/european\\_business/](http://epp.eurostat.ec.europa.eu/portal/page/portal/european_business/)); pristup bazi: IV 2011.

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### Novinski članci

#### A) Objavljeni Članci

Prezime autora, ime, godina. “Naslov članka.” *Naslov časopisa*, Tom (br. broj ako je primjenjivo): brojevi stranica.

*Primjer: Acemoglu, Daron.* 2002. “Tehničke promjene, nejednakost i tržište rada.” *Journal of Economic Literature*, 40 (1): 7-72.

Kada su u pitanju dva autora, samo se ime prvog autora daje obrnuto i stavlja se zarez prije i poslijе imena prvog autora ili inicijala. Između dva autora treba staviti veznik «i».

*Primjer: Baker, George, Robert Gibbons, i Kevin J. Murphy.* 2002. “Ugovori i teorija fi rme.” *Quartely Journal of Economics*, 117 (1): 39-84.

#### B) Najavljeni članci

**Primjer:** **Bikhchandani, Sushil, i Joseph M. Ostroy.** Najavljen. "Ascending Price Vickery Auctions". *Games and Economic Behavior*.

### **Knjige**

#### **A) Jedan autor**

Prezime autora, Ime autora, godina. *Naslov knjige*. Mjesto izdanja: Izdavač.

**Primjer:** **Fridman, Tomas L.** 2005. *Svijet je ravan: Kratka istorija dvadeset prvog vijeka*. Njujork: Farrar, Straus and Giroux.

#### **B) Dva autora**

**Primjer:** **Helpman, Elhanan, i Pol Krugman.** 1985. *Struktura tržišta i spoljna trgovine: Povećanje prihoda, nesavršena konkurenca, i Međunarodna ekonomija*. Cambridge MA: MIT Press.

#### **C) Poglavlje u knjizi**

Prezime autora, Ime autora, godina. "Glava ili naslov članka." U *Naslov knjige*, a zatim ed. i ime/na urednika ako je potrebno, i broj stranice(a). Mjesto izdanja: Izdavač.

**Primjer:** **Freemen, Richard B.** 1993. "Koliko je nestajanje sindikata doprinijelo povećanju jednakosti zarada muškaraca?" U *Uneven Tide: Rising Income Inequality in America*, ed. Sheldon Danzinger i Peter Gottschalk, 133-63. Njujork: Rasel Sage Foundation.

#### **D) Reprint ili savremeno izdanje**

Kada se naglašava raniji datum: Prezime autora, Ime autora. Raniji datum štampanja.

*Naslov*. Mjesto izdavanja: Izdavač, kasniji datum.

**Primjer 1:** **Rawls, John.** 1971. *Teorija pravde*. Cambridge MA: Harvard University Press, 1999.

Kada se naglašava kasniji datum: Prezime autora, Ime autora. *Naslov*. Mjesto izdavanja: Izdavač, (orig. datum izdavanja).

**Primjer 2:** **Rawls, John.** 1999. *Teorija pravde*. Cambridge MA: Harvard University Press, (Prvo izdanje 1971).

#### **E) Izdanja koja nisu prvo izdanje**

Kada se koristi ili citira neko izdanje koje nije prvo, broj ili opis izdanja se navode iza naslova.

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**Primjer 2:** **Kusuoka, Shigeo, i Akira Yamazaki**, izd. 2006. *Advances in Mathematical Economics*. Tom 8. Njujork: Springer.

**Primjer 3:** **Mokyr, Joel**, izd. 2003. *The Oxford Encyclopedia of Economic History*. 5 tomova. Oxford: Oxford University Press.

### **NEOBJAVLJENI RADOVI**

#### **A) Radni materijali**

Samo radovi koji se pojavljuju kao dio dokumenata neke institucije se klasificiraju kao radni

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*Primjer 1: Ausubel, Lorens M.,* 1997. "Efikasna rastuća ponuda aukciji za više objekata." Radni materijal Fakulteta Univerziteta u Merilendu 97-06.

*Primjer 2: Heidhues, Paul, i Botond Koszegi.* 2005. "Uticaj averzije potrošača na cijenu." Materijal za raspravu Centra za istraživanje ekonomske politike 4849.

#### B) Predavanja i radovi predstavljeni na sastancima

Prezime autora, Ime autora. Godina. "Naslov". Rad predstavljen na sastanku slijedi naziv, mjesto i grad u kome je predavanje/sastanak održan.

*Primjer 1: Romer, Kristina D., i Dejvid H. Romer.* 2006 "Evolucija ekonomskog razumijevanja i poslijeratna politika stabilizacije." Rad prezentovan na simpozijumu Rethinking Stabilization Policy Federal Reserve Bank of Kanzas, Jackson Hole, WY.

*Primjer 2: Goldin, Claudia.* 2006. "Tiha revolucija koja je transformisala zapošljavanje žena, obrazovanje i porodicu." Rad predstavljen na godišnjem sastanku Allied Social Science Associations, Boston.

#### V) Neobjavljeni radovi

Kada rad nije objavljen, ali se može naći na Veb-u (kao što je Veb strana autora ili univerziteta), koristi se sljedeći način: Prezime autora, Ime autora. Godina. "Naslov". Veb adresa. Molimo unesite URL adresu koja se povezuje na kompletan tekst članka.

*Primjer 1: Zeitzewitz, Erik.* 2006. "How Widespread Was Late Trading in Mutual Funds". <http://facultygsb.stanford.edu/zitzewitz>.

*Primjer 2: Factiva.* 2006. "Blogging and Your Corporate Reputation: Part One-Listen to the Conversation." [#white.](http://www.factiva.com/collateral/download_brchr.asp?node=menuElem1506)

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*Primjer 3: Acemoglu, Daron, Pol Atras i Elhanan Helpman.* 2006. "Contracts and Technology Adoption." Neobjavljen.

#### D) Teza i doktorske disertacije

Prezime autora, Ime autora. godina. "Naslov". Doktorska disertacija. Univerzitet. *Primjer: Nash, John.* 1950. "Non-Cooperative Games." Doktorska disertacija. Univerzitet Princeton.

#### WEB SAJTOVI

Ovo se odnosi na istraživanja rađena sa Veb lokacija. Ako hoćete da navedete određeni članak, dokument, predavanje, govor, itd, evo primjera kako se određene vrste dokumenta sa Interneta navode.

**Ime web sajta.** Godina pristupa. Izdavač/kompanija. URL adresa (datum pristupa).

*Primjer 1: Factiva.* 2006. Dow Jones Reuters Business Interactive LLC. [www.factiva.com](http://www.factiva.com) (pri-stupljeno 5. juna 2006. g.).

*Primjer 2: Biography Resource Center.* 2006. Tomas Gale. <http://www.galegroup.com/Bio-graphyRC/> (pri-stupljeno 25. septembra 2006. g.).

## **NOVINE, ONLINE RJEČNICI, ENCIKLOPEDIJE, I REFERENTNI RADOVI**

S obzirom da se novine, onlajn rječnici, enciklopedije i baze podataka stalno ažuriraju, treba ih citirati u fusnoti teksta. NE treba ih navoditi u bibliografiji. Fusnota redovno sadrži datum pristupa zajedno sa URL adresom. Ako je moguće navedite tačnu adresu na kojoj je materijal nađen, a ne opštu URL adresu. Ako navodite definiciju za "nepotism" u onlajn rječniku Merriam-Webster, koristite sljedeće <http://www.m-w.com/dictionary/nepotism> ne samo <http://www.m-w.com>.

## **ČLANCI IZ ČASOPISA**

### **A) Autorizovani članci**

Prezime autora, Ime autora. Godina. "Naslov". *Časopis*. Mjesec ili datum, broj stranice (a).

*Primjer:* **Belkin, Lisa.** 2003. "The Opt-out Revolution." *New York Times magazine*. 26. oktobar , 23-32.

### **B) Neautorizovani članci**

*Časopis*. Godina. "Naslov", mjesec ili datum, broj stranica.

*Primjer:* **The Economist**. 1991. "The Ins and Outs of Outsourcing," 31. avgust, 54-56.

### *Članci iz časopisa na Internetu*

Prezime autora, Ime autora. Godina. "Naslov". *Časopis*, datum. URL adresa.

*Primjer:* **Becker, Gary S.** 1993. "The Evidence against Blacks Doesn't Prove Bias." *Business Week*, 19. aprila. <http://bvarchive.businessweek.com/indek.jsp>.

Autor dobija jedan primjerak časopisa u kojem je njegov rad objavljen. Na recenziju će biti upućeni samo oni radovi koji su napisani u skladu sa gore navedenim uputstvima. Za recenzente radovi su anonimni.

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EMC Review, *Journal of Economics and Market Communication* publishes original scientific papers, descriptive and professional papers, scientific discussions, critics and reviews. With its thematic scope of scientific discoveries with applications in business and economy, the journal reflects the multidisciplinary of studies at the Apeiron University. The goal of the journal is to publish papers in the field of global economy, regional economy, economic politics, market and competition, consumers, media and business communication, new technologies, management, marketing.

The journal is published twice a year, in June and December. Papers should be submitted in the languages of B&H, Latin or English, exclusively electronically, to the redaction mail address: [redakcija@emc-review.com](mailto:redakcija@emc-review.com) by the end of April for June, and the end of September for December issue. The address for sending the author copy of the journal after it is published should be sent together with the paper.

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Editorial board will submit manuscript to editors competent for a respective area. Author's identity will not be revealed to the editors, and vice versa. Throughout the whole year, the journal is open for communication with all interested inland and foreign authors.

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**Paper title.** CAPITAL LETTERS, centered, (Times New Roman, 16, **bold**). Author's last name, title and first name should be written below the title (Times 172 New Roman, 14). Example: Last name Dr., (Mr.) name or last name. In the footnote on the first page, author's scientific occupation, name, author's address, author's e-mail address, and the name of the institution at which the author works is given, (Times New Roman, 11).

**Summary.** Summary, with the length of 50-150 words, should be at the beginning of the paper, under the title, two spaces below (TNR, 11, italic).

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Papers should be written concisely, with an understandable style and logical order, which as a rule includes: introduction, the goal and methods of research, theme development and conclusion.

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**Reference to individuals in the text** should include the first name, middle initial and last name on the first reference. Subsequent references should include last name only. Do NOT use titles such as Mister, Doctor, Professor, etc. For example: Alan S. Blinder (2006) [first reference], Blinder (2006) [subsequently].

**Organizations or governmental agencies in the text.** On the first references use the full name followed by the abbreviation in parentheses. Subsequent references should use abbreviation only. For example: Social Science Research Council (SSRC) [first reference], SSRC [subsequently].

**Reference to articles and books in the text.** Give full name (first name, middle initial and last name) of author(s) and year of publication in the first citation, with page numbers where appropriate. For example: Glenn Firebaugh (1999) [first reference]; Firebaugh (1999) [subsequently]; Andrea Boltho and Gianni Toniolo (1999) [first reference], Boltho and Toniolo (1999) [subsequently]; Albert Berry, Francois Bourguignon, and Chris titan Morrison (1983) [first reference], Berry, Bourguignon, and Morrison (1983) [subset quaintly]. When citing more than one work by the same author, give the last name of author and year of publication in parentheses for each subsequent citation. When listing a list of references within the text, arrange them first in chronological order, then alphabetically according to years. If there are four or more authors, refer to the first author, followed by et al. and the year; for example: Stefan Folster et al. (1998). If there is more than one publication referred to in the same year by the author(s), use the year and letters a, b, etc. (example: 1997a, b). References to authors in the text must match exactly those in the Reference section.

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## **EXAMPLES OF APA PUBLICATION REFERENCES**

**Chaston, I. and Mangles, T. (2002),** *Small business marketing management*, Creative Print & Desing (N Jales), London, str. 148.

**Hills, G. (1995), “Forenjord,”** *Marketing and Entrepreneurship in SME*, No. 2/95, str. 25.

EUROSTAT Database ([http://epp.eurostat.ec.europa.eu/portal/page/portal/european\\_business/](http://epp.eurostat.ec.europa.eu/portal/page/portal/european_business/)); pristup bazi: IV 2011.

## **EXAMPLES OF APA PUBLICATION REFERENCES JOURNAL ARTICLES**

### **A) Published Articles**

Author Last name, First name. Year. “Article Title.” *Journal Title*, Volume (Issue number if applicable): Page numbers.

*Example:* **Acemoglu, Daron.** 2002. “Technical Change, Inequality, and the Labour Market.” *Journal of Economic Literature*, 40(1): 7-72.

In the case of two authors, only the first author’s name is inverted and a comma must be placed before and after the first author’s first name or initials. Use “and” between the two author’s names.

*Example:* **Baker, George, Robert Gibbons, and Kevin J. Murphy.** 2002. “Relational Contracts and the Theory of the Firm.” *Quarterly Journal of Economics*, 117(1): 39-84.

### **B) Forthcoming Articles**

*Example:* **Bikhchandani, Sushil, and Joseph M. Ostroy.** Forthcoming. “Ascending Price Vickrey Auctions.” *Games and Economic Behavior*.

## **Books**

### **A) One Author**

Author Last name, First name. Year. *Book Title*. Place of publication: Publisher.

*Example:* **Friedman, Thomas L.** 2005. *The World Is Flat: A Brief History of the Twenty-First Century*. New York: Farrar, Straus and Giroux.

### **B) Two Authors**

*Example:* **Helpman, Elhanan, and Paul Krugman.** 1985. *Market Structure and Foreign Trade: Increasing Returns, Imperfect Competition, and International Economy*. Cambridge, MA: MIT Press.

### **C) Chapter in a Book**

Author Last name, First name. Year. “Chapter or Article Title.” In *Book Title*, followed by ed. and editor’s names if appropriate, and page number(s). Place of publication: Publisher.

*Example:* **Freeman, Richard B.** 1993. “How Much Has De Unionization Contributed to the Rise in Male Earnings Equality?” In *Uneven Tide: Rising Income Inequality in America*, ed. Sheldon Danzinger and Peter Gottschalk, 133-63. New York: Russell Sage Foundation.

### **D) Reprint or Modern Edition**

When emphasizing earlier date: Author Last name, First name. Earlier printing date. *Title*. Place of publication: Publisher. Later date.

*Example 1:* Rawls, John. 1971. *A Theory of Justice*. Cambridge, MA: Harvard University Press, 1999. When emphasizing later date: Author Last name, First name. *Title*. Place of publication: Publisher, (Orig. pub. date).

*Example 2:* Rawls, John. 1999. *A Theory of Justice*. Cambridge, MA: Harvard University Press, (Orig. pub. 1971).

### E) Editions Other Than the First

When an edition other than the first is used or cited, the number or description of the edition follows the title in the listing.

*Example:* Strunk, William, Jr., and E. B. White. 2000. *The Elements of Style*. 4th ed. New York: Ally and Bacon.

### Multivolume Works

Multivolume works include works such as encyclopedias, multivolume works published over several years, and multivolume works published in a single year. Below are several examples.

*Example 1:* Kohama, Hirohisa, ed. 2003. *Asian Development Experience*. Vol. 1, *Extern nil Factors in Asian Development*. Singapore: Institute of Southeast Asian Studies.

*Example 2:* Kusuoka, Shigeo, and Akira Yamazaki, ed. 2006. *Advances in Mathematical Economics*. Vol. 8. New York: Springer.

*Example 3:* Mokyr, Joel, ed. 2003. *The Oxford Encyclopedia of Economic History*. 5 Vols. Oxford: Oxford University Press.

## UNPUBLISHED PAPERS

### A) Working Papers

Only papers appearing as part of an institutions' working papers series should be classified as working papers. These should always include a specific working paper number as assigned by the institution. Author Last name, First name. Year. "Title." Type of Working Paper (such as institution, working series title) and number.

*Example 1:* Ausubel, Lawrence M. 1997. "An Efficient Ascending-Bid Auction for Multiple Objects." University of Maryland Faculty Working Paper 97-06.

*Example 2:* Heidhues, Paul, and Botond Koszegi. 2005. "The Impact of Consumer Loss Aversion on Pricing." Centre for Economic Policy Research Discussion Paper 4849.

### B) Lectures and Papers Presented at Meetings

Author Last name, First name. Year. "Title." Paper presented at followed by meeting name, place, and city where lecture/meeting took place.

*Example 1:* Romer, Christina D., and David H. Romer. 2006. "The Evolution of Economic Understanding and Postwar Stabilization Policy." Paper presented at the Rethinking Stabilization Policy Federal Reserve Bank of Kansas Symposium, Jackson Hole, WY.

*Example 2:* Goldin, Claudia. 2006. "The Quiet Revolution That Transformed Women's Employment, Education, and Family." Paper presented at the annual meeting of the Allied Social Science Associations, Boston.

### C) Unpublished Papers

When a paper has not been published but can be found on the Web (such as the author's Web site or the university Web site), use the following format: Author Last name, First name. Year. "Title." Web address. Please provide a URL that links to the full text of the article.

*Example 1:* **Zeitzewitz, Eric.** 2006. "How Widespread Was Late Trading in Mutual Funds." <http://facultygsb.stanford.edu/zitzewitz>.

*Example 2:* **Factiva.** 2006. "Blogging and your Corporate Reputation: Part One -Listen to the Conversation." [http://www.factiva.com/collateral/download\\_bchr.asp?node=menuElem1506#white](http://www.factiva.com/collateral/download_bchr.asp?node=menuElem1506#white).

When a paper has not been published and does not appear on a Web site (such as the author's Web site or university Web site), use the following format: Author Last name, First name. Year. "Title." Unpublished.

*Example 3:* **Acemoglu, Daron, Pol Atras, and Elhanan Helpman.** 2006. "Contracts and Technology Adoption." Unpublished.

#### D) Theses and Dissertations

Author Last name, First name. Year. "Title." PhD diss. University.

*Example:* **Nash, John.** 1950. "Non-Cooperative Games." PhD diss. Princeton University.

### WEB SITES

This is for the reference research done on a Web site. If you want to cite a specific article, document, lecture, speech, etc., see the reference examples for those types of documents.

**Web Site Name.** Year accessed. Publisher/Company. URL (access date).

*Example 1:* **Factiva.** 2006. Dow Jones Reuters Business Interactive LLC. [www.factiva.com](http://www.factiva.com) (accessed June 5, 2006).

*Example 2:* **Biography Resource Center.** 2006. Thomas Gale. <http://www.galegroup.com/BioGraphyRC/> (accessed September 25, 2006).

#### Newspapers, Online Dictionaries, Encyclopedias, and Reference Works

Because newspapers, online dictionaries, encyclopedias, and databases are being continuously updated, they should be cited as a footnote in the text. It should NOT be included in the reference list. The note should always include an access date along with the URL. If possible, use the appropriate URL for the site entry rather than the general URL. If you are citing the definition for "nepotism" in the Merriam-Webster Online Dictionary, use <http://www.m-w.com/dictionary/nepotism> rather than <http://www.m-w.com>.

### MAGAZINE ARTICLES

#### A) Authorized Articles

Author Last name, First name. Year. "Title." *Magazine*. Month or date, page number(s).

*Example:* **Belkin, Lisa.** 2003. "The Opt-out Revolution." *New York Times Magazine*. October 26, 23-32.

#### B) Non-authorized Articles

*Magazine*. Year. "Title," Month or date, page numbers.

*Example:* **The Economist.** 1991. "The Ins and Outs of Outsourcing," August 31, 54-56.

#### Online Magazine Articles

Author Last name, First name. Year. "Title." *Magazine*, date. URL.

*Example:* **Becker, Gary S.** 1993. "The Evidence against Blacks Doesn't Prove Bias." *Business Week*, April 19. <http://bwarchive.businessweek.com/index.jsp>.





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