

HUMAN RESOURCES MANAGEMENT IN THE BUSINESS SYSTEM FOR THE PRODUCTION, PROCESSING AND TURNOVER OF AGRICULTURAL PRODUCTS

Dragić Živković¹, Miroslav Nedeljković²

Abstract

Employees with their talents, knowledge, skills, motivations, creativity and development potentials are the key and most important resource of any company that creates its competitive edge in a global business environment in which technology and information are generally available. Employees are the most powerful and the most expensive resource, so managing them must be long-term and strategically thought-out. They should be managed in a wise, rational and humane way, including all the steps, i.e., human resources processes (planning, demand, recruitment, selection, socialization, career guidance programs, payroll and reward systems, employment relations and collective bargaining, trade union organization of employees, their health, safety, welfare, criminal and appeal procedure as well as directions for the improvement of human resources management. It determines whether and to what extent the theoretical knowledge and the practical application of this phenomenon coincide.

Keywords: *human resources, planning, recruitment and selection, payroll system*

Introduction

In a modern business environment, where information technologies are widespread and accessible to everyone, organizations can develop their competitive advantage only on one single resource – people. Employees of one company are most often the most expensive organizational

¹ Dragić Živković, PHD, Faculty of Agriculture, University of Belgrade, Nemanjina street no 6, 11080 Zemun, telephone + 381112615351, ext 425

² Miroslav Nedeljković, MSc, Faculty of Agriculture, University of Novi Sad, Dositeja Obradovica street no 8, 21000 Novi Sad, telephone +38766893935, E-mail: miroslavnedeljkovic2015@gmail.com

resource, because business of the company to a large extent depends on their knowledge, skills and abilities.

In this regard, companies today are increasingly aware of the role that human resources management plays in business. Organizations seek, through strategic human resources planning, to anticipate future requirements in terms of knowledge, skills and attitudes of employees, which are built in relation to changes in the environment and business strategy. This provides the conditions for achieving the organization's priority goals.

Economic success primarily relies on the knowledge, competencies and personal characteristics that direct people towards their own and social well-being. Modern trends in the development of the countries of the market economy put human resources development at the top of the priorities of national strategies and policies of economic, social and technological progress. The process of transition, which has affected our country, requires a radical change in relation to human resources and the way they are used.

Hence, human resources management has therefore evolved as a scientific area derived from industrial change and economic development, in response to dramatic changes in society, which require the treatment of human factors as the most important factor in the functioning of one enterprise. This approach occurred in the eighties of the last century, before that it was mostly regarded as personal management. The transition to the new name has changed the focus of thinking from controlling labor costs to understanding the personality of employees and their abilities as the most important potential of an organization. Today it is impossible to be successful within any profession, without continuous professional development, which comes down to the principle of lifelong learning.

In this paper we will elaborate in more detail the concept of human resources management and its significance for the business success of the enterprise. Also, the organizational structure and the analyzed business of Biofoodex d.o.o., in the town of Štulac near Vrnjačka Banja will be presented. The analysis will be done from the aspect of human resources management and the possibilities of improving this area in order to improve business performance. The enterprise will therefore be analyzed in terms of human resource planning, recruitment and selection methods,

existing training and training of employees, their development, evaluation of the quality of their work, monitoring of individual work results and payment systems, legal framework of employment relations and safety and protection at work, the form of penalties and appeal procedures, as well as the retention of staff and the abandonment of the organization. Of course, the analysis is accompanied by a proposal for changes and improvement of human resources business.

The topic and the aim of the research

The topic of the research is focused on the directions of the development of human resources management in a small enterprise that is basically engaged in the processing of agricultural products. The significance and actuality of research in this field lies precisely in the fact that it is at the center of complex organizational systems, as well as in the fact that the influence of the human factor on business and business success is growing.

The aim of the paper is to indicate, through the modern approach to human resources management, the necessity of applying more modern methods for attracting, nurturing, and in particular, retaining key resources in order to increase productivity, profitability and competitiveness of the enterprise.

Methods and data sources

In the collection of data for this paper, the following were used: analysis of the content of the document (both primary and secondary materials - already carried out researches) and a questionnaire consisting of 33 questions, conducted among 33 employees. The method of performing attitudes and realizations was also used. Access to research is integrative and synoptic. No methodological procedure is given the exclusive advantage, but all are equally represented.

The data used in this paper are secondary, collected from relevant professional literature, publications, professional journals, official website of the observed enterprise, as well as data obtained through field research through company documentation (policies, texts, schemes and employee surveys).

Scope of work, mission, vision and enterprise policy

The main activity of the enterprise is: turnover, washing, cleaning, extracting seeds, pureeing and pasteurization of fruits: apricot, plum, raspberry, strawberry, pear, apples, cherries, rose hip, red dogberry, aronia, blueberries, blackberries and peaches.

The basic production program consists of the following products:

1. Homemade jam from: apricot, blackberry, raspberry, strawberry, plum, rose hip, red dogberry, cherry, aronia; strawberry jam, cherry jam, raspberry jam and plums with black chocolate jam, as well as homemade plum jam with cinnamon.
2. Homemade marmalade from: rose hip and red dogberry.
3. Homemade mixed jams from: apples, pears, carrots and peaches.
4. Homemade syrup from: aronia, blueberries, raspberries and cherries.
5. Homemade sweet jam from: plums, cherries, blueberries, forest strawberries, as well as quince with walnuts.
6. Homemade “*ajvar*”, “*pindur*” and “*ljutenica*”.
7. Pasteurized: cornices, tomatoes, peppers fillets, homemade beet.
8. Other: tomato puree, homemade salad, homemade tomato juice, homemade cherry compote.

The raw materials are delivered to the facility by the vehicles of the supplier, and the preparation of the product is done in a separate production part of the shop, on the equipment that is distributed according to the technological process, which includes cleaning, baking, peeling and cooking. At the very end of the working cycle, the process of packaging and preparation for storing products is carried out until the moment of commercial sale.

The mission and vision of the company, as well as the business policy of the enterprise, have the following appearance: (*Table 1*)

Table 1. Mission, Vision and Business Policy of Enterprises

Mission of the enterprise
<p>BIOFOODEX d.o.o Štulac is a company for the processing and preservation of forest and conventional fruits and vegetables. We exist since 1996 and behind us is a long-standing experience in the processing of forest fruits, as well as conventional fruits and vegetables, so we consider ourselves to be the leader in Serbia.</p> <p>The management and all employees in the enterprise are committed to meeting the demands and expectations of their customers, providing high-quality and health-safe products and reducing the impact on the environment.</p>
The vision of the enterprise
<p>The long-term definition and the primary task of the enterprise is the production of quality and healthy products that are harmonized with the world standards and regulations, then the creation of optimal hygienic-sanitary and technical-technological working conditions with the use of modern and clean technologies, using high-quality and safe raw materials, as well as acquiring new and improving existing knowledge, experience and skills, and raising work discipline and responsibility to a high level.</p>
The policy of the enterprise
<ul style="list-style-type: none"> • Satisfy the requirements and expectations of the users and gain their trust. • Apply an efficient food safety system. • Apply an efficient and effective quality management system. • Protect the user's health by continuously improving product safety at all stages of receiving raw materials and starting materials until storage and dispatch of finished products. • Maintain the maximum hygiene of the place, as well as all facilities, at the highest level to prevent the possibility of food contamination. • Continuously maintain and improve GMP and GHP principles. • By the more efficient use of resources and hazardous substances, improve the state of the environment by preventing their pollution. • To constantly identify and re-examine the needs and requirements of users and create conditions for developing and improving technical equipment and continuous improving of the quality of products. • To be fully compliant with all applicable world standards, laws and regulations. • Increase the efficiency and effectiveness of the business system through continuous training of management and employees. • Develop partnerships with subcontractors and suppliers. • Continually increase company profits by continuously reducing costs and increasing efficiency.

Source: *Adapted from internal corporate documents*

Importance, goals, processes, patterns of planning and human resource demand

The concept of human resources refers to the totality of human resources in the organization, consisting of knowledge, capabilities, skills, creativity, motivation and work energy needed for achieving of organizational goals. It is the total intellectual, psychic, physical and social energy that can be developed in the pursuit of social goals (Bogićević, 2004: 3).

The unique attitude of all authors is that human resource management is a scientific discipline and one of the most important business and management functions in the organization. Only man can shape a vision, design a strategy, have ideas, make creations, think of new products, and the like.

Human Resource Planning is a process that anticipates human resource needs based on anticipated changes in the internal and external environment, i.e. optimization of the use of available skills and knowledge, improves the process of business planning and reduces costs through forecasting and matching of supply and demand for human resources and anticipates and analyzes the effect of alternative human resource management policies.

The human resource planning process consists of the following phases:

- Environment Analysis,
- Predicting Needs for Human Resources,
- Predicting the ability to provide human resources,
- Making plans,
- Establish feedback (Lončarević, 2006: 185).

In the observed enterprise anticipation of needs for staff is done for a shorter period of time and there is no standardized procedure applied on that occasion. As each year the number of workers in the higher sectors increases, however, the number of hired people has been oscillating according to the years. The job descriptions of all employees in the enterprise are provided through the Ordinance on job placement systematization, i.e. by defining the type of job positions and the number of executors, the conditions required for work at all working locations, and descriptions of jobs and work tasks at these jobs. The status is shown in the following Table 2.

Table 2. *Personnel structure in the enterprise*

WORK PLACE	LEVEL OF QUALIFICATION	NUMBER OF EXECUTORS
Director	VII	1
Technologist	VI and VII	2
Administrative employee	IV and VII	5
Storekeeper	IV-VI	3
Assistant worker in processing fruits and vegetables	III-IV	11
Worker in processing fruits and vegetables	III-IV	11
Assistant worker in processing peppers	II-III	2

Source: *Adapted from internal corporate documents*

Prediction of human resource demand should be answered to the question of how many employees, of which professions and which qualifications will be required by the enterprise in the planned period to achieve the

planned goals. For this purpose, subjective (qualitative) or objective (quantitative) mathematical methods are used.

In the observed period of the above mentioned objective methods of predicting human resource demand, statistical methods are used as the most reliable.

Recruitment, selection and socialization of new employees

Human Resource Recruitment is an activity that naturally continues on planning of human resources and which represents the process of identifying, attracting and securing of qualified candidates in such a number that enables an enterprise to choose between the most suitable for filling vacant positions.

The company has more opportunities to fill vacant positions:

- by organizing jobs,
- using overtime,
- job mechanization,
- introducing a flexible workplace,
- by introducing part-time jobs,
- transferring the parts of job and,
- cooperation (Živković, 2012: 29-30)

Recruitment includes analysis and job descriptions, then determining which candidate is required and writing specifications. The process must be in line with the company's business policy.

Potential candidates for filling vacancies can be recruited both from the organization itself, from internal sources as well as from the external labor market, i.e. external sources, which again have their advantages and disadvantages.

This enterprise recruits from internal and external sources: by rotating employees between jobs that have temporary character and by promoting employees to hierarchically higher positions in accordance with years of work in the enterprise and acquired work experience.

During the season, the enterprise hires 30-50 employees through a temporary-time contract. They are engaging permanent experts in the

field of application, implementation and verification of food safety management system, defining the powers and responsibilities of the agreement or signed contract.

Enterprise policy is such that it stands for the employment of people from this area, in order to reduce unemployment at the level of the entire municipality. Advertising on vacancies is also done online.

The recruitment process is continuing directly to the recruitment process of human resources, which is one of the most important activities of human resources management. The main goal of the selection is, therefore, to forecast the future performance of the candidate and to minimize the mistakes in deciding on the selection of candidates for employment. In this regard, a major role in the selection of candidates and have direct managers in jobs for which candidates are elected, but very often and employees who will work with the selected candidates.

The selection process consists of: initial exams, completing the application form, testing, interviewing candidates, preliminary job offers, checking biographical data, medical and physical examination and job offerings. A true biography or CV is the first instrument used in the selection process, based on the assumption that past behavior is a good precondition for future behavior.

In order to prevent the inadequacy of the selection process and the consequences of such a situation, it is necessary to have two basic criteria fulfilled: reliability which implies the degree to which the defect and justification is obtained, which implies the existence of an adequate relationship between the relevant criterion and the manner in which a choice is made.

In this enterprise specific characteristics, closely related to a particular work place, are not particularly emphasized, since only the enterprise provides the necessary practical training and also the theoretical reference to its business.

Significant selection methods are tests and types of tests. Tests are measuring instruments by which people are compared on the basis of the particular characteristic that is the subject of measurement. They are standardized in terms of content, scoring and administration, which provides a basis for determining candidate data (Bogićević, 2004: 129).

Without the intention of describing the content of certain types of tests we will mention that this enterprise applies conventional methods of selecting candidates. Testing is essentially reduced to tests when obtaining certain certificates, training and introduction of standards in the company, and for higher positions, knowledge tests, and personality tests have been recorded, and for test related to work trial period is used.

Interview is the most complete and broadest selection method which supplements unclear information from other sources but also examines the way people communicate, then their friendliness, openness, general appearance and attitude. The aim of the interview as a selection instrument is to predict the business impact of the candidate on the basis of his or her oral answers to the questions asked (Dessler, 2007: 122).

The observed enterprise uses unstructured interviews that have a lack of information due to a large amount of information, which puts the candidate in an awkward position by asking inappropriate and unpleasant questions. The interviews are mostly individual, and according to the type of questions they are situational.

Continued increase in the volume of work imposes the need for a greater level of structuring of interviews in order to ensure fairness and the choice of suitable candidates, especially for positions requiring higher levels of schooling and related knowledge.

After the selection of the candidates and their acceptance of the job offer, new employees need to be introduced to the job, acquainted with the organization, working conditions, rules of behaviour, associates, organizational culture as well as their rights, obligations and responsibilities in accordance with the employment contract. This initial period represents the most critical stage in which a permanent stamp is placed on the behavior of employees, their attitudes and attitude toward work. This is actually a process of socialization whose purpose is to help new workers to get acquainted with their working environment and bring their behaviors to an acceptable level as soon as possible.

Earnings and reward systems, employment relations, collective bargaining and trade union organization

Earnings consist of: basic earnings, earnings for work performance and increased earnings. The basic earnings are expressed in the gross nominal

value of the work contract for full time and standard work performance based on the degree of professional qualifications, the complexity of the job, the responsibilities in the work and the conditions in which the job is performed at the workplace.

In addition to the aforementioned, the employee may also be paid for solidarity, jubilee reward, loan approval in case of longer and more severe illness of an employee or a member of his family, purchase of food for winter and heating, as well as assistance in the case of destruction or damage of property, natural disasters and other events.

Rewarding and stimulating of managers is based on a set of different cash and non-cash prizes for their work or contribution to achieving company goals. Compensation can be tangible and intangible, although after retirement, some managers can generate income from their enterprises on the basis of consultancy or counseling services.

No Union of employees in the enterprise exists nor is a collective agreement defined. It is not noticed that this enterprise recognizes the importance of gathering employees in the trade union and collecting wider solidarity as well as satisfaction with the way in which employees are treated in the enterprise.

An examination of the motivation of the employees to improve the success of the business was carried out within the scope of the observed enterprise. (Table 3)

Table 3. *Characteristics of samples (distribution of respondents in relation to gender, age, work experience and qualification)*

		Frequency	Percentage (%)
Gender	Male	11	33,33
	Female	22	66,67
Age structure	Under the age of 20	2	6,06
	21-30	4	12,12
	31-40	9	27,27
	41-50	12	36,36
	51-60	6	18,18
Work experience	Less than 1 year	2	6,06
	1-5 years	4	12,12
	5-15 years	15	45,45
	Over 15 Years	12	36,36
Level of qualification	Primary school	2	6,06
	Secondary school	23	69,69
	Higher school	2	6,06
	University	5	15,15
	Master/doctoral degree	1	3,03

Source: *Data obtained by surveying respondents*

When it comes to the social factors of the employees in the observed enterprise, it can be said that they are at a fairly satisfactory level. (Table 4)

Table 4. *Social factors of employees in the enterprise*

	Rating	Frequency	Percentage (%)
Good interpersonal and business relationships	5	17	51,52
	4	13	39,39
	3	3	4,09
	2	0	0
	1	0	0
Respect by colleagues and the collective	5	15	45,45
	4	13	39,39
	3	5	15,15
	2	0	0
	1	0	0
Organization's care about employees	5	20	60,6
	4	12	36,36
	3	1	3,03
	2	0	0
	1	0	0
Colleagues care about an employee as an individual	5	13	39,39
	4	17	51,51
	3	2	6,06
	2	1	3,03
	1	0	0

Source: *Data obtained by surveying respondents*

As regards good interpersonal relationships and business relationships, 51.52% of them rated this with 5, 39.39% with 4 and 9.09 with a grade 3. With regard to respect by colleague and trust in colleagues, 45.45% of employees has rated this category with 5, 39,39% with 4, and 15,15% with 3.

To the question of whether the organization takes account of the employees and the climate among people, 60.60% of them agree completely, 36.36% rated it with 4, 3.03%, with 3, etc.

The relationship between employees and supervisors in the enterprise can be seen on the basis of questions, ratings, frequencies and percentages (%) in Table 5 and the possibility for the development of employees in the enterprise is viewed on the basis of information in the following Table 6.

Table 5. *Relationships of employees with enterprises' supervisor*

	Rating	Frequency	Percentage (%)
The supervisor encourages creativity, a good working environment	5	2	6,06
	4	20	60,6
	3	8	24,24
	2	3	9,09
	1	0	0
The supervisor encourages by his own example	5	2	6,06
	4	19	57,57
	3	9	27,27
	2	3	9,09
	1	0	0
The supervisor accepts suggestions in terms of improving the quality of work	5	3	9,09
	4	19	57,57
	3	8	24,24
	2	3	9,09
	1	0	0

Source: *Data obtained by surveying respondents*

Table 6. *Opportunities for employee's development in the enterprise*

	Rating	Frequency	Percentage (%)
Making decisions independently	5	9	27,27
	4	14	42,42
	3	5	15,15
	2	3	9,09
	1	2	6,06
Additional education	5	2	6,06
	4	12	36,36
	3	18	54,54
	2	1	3,03
	1	0	0
Opportunity for promotion at work	5	2	6,06
	4	3	9,09
	3	19	57,57
	2	9	27,27
	1	0	0

Source: *Data obtained by surveying respondents*

As the biggest motivators for work, employees included salary and personal development, interpersonal relationships, contribution to the enterprise, and the necessity of keeping the job. (Table 7)

Table 7. *The employees biggest motivators for the work*

	Frequency	Percentage (%)
Salary and personal development	33	100
Job creativity	29	87,87
Interpersonal relationships	25	75,75
Contribution to the enterprise	15	45,45
Keeping the job	4	12,12

Source: *Data obtained by surveying respondents*

The non-material factors that have the greatest impact on a well-done job in the opinion of employees are: the ability to progress, creative work, feedback on success, flexible working hours, participation in important decisions, good management, job security and organizational climate. (Table 8)

Table 8. Non-material factors that have the biggest influence on motivation

	Frequency	Percentage (%)
Ability for progress	33	100
Creative work	33	100
Feedback on success	33	100
Flexible working hours	30	90,09
Participation in important decisions	30	90,09
Good management	29	87,87
Job security	28	84,84
Organizational climate	27	81,81

Source: Data obtained by surveying respondents

Health, safety, well-being of employees and criminal and appeals procedures

The right to safety and safety at work is defined by the area regulated by the Occupational Safety and Health Act, the Labor Law, the Law on Social Insurance - Health, Pension and Disability. Only employees who are healthy and safe at their workplace can be satisfied with their position in the enterprise and are therefore successful in their work. During the socialization with newcomers in the observed enterprise, during the first month, training for safety at work is carried out. The enterprise provides work to employees in secure conditions and enables them to work safely. Employees are obliged to comply with safety and health regulations.

Appeal refers to a complaint formally presented to the management's representative or to the union's official. Appeals are rare occurrences, as a small number of workers question their superiors' decisions, and even fewer of them will risk being labeled as those who are doing the trouble.

Rules related to forms of punishments are: The right to safety and safety at work is defined by the area regulated by the Occupational Safety and Health Act, the Labor Law, the Law on Social Insurance - Health, Pension and Disability. Only employees who are healthy and safe at their workplace can be satisfied with their position in the company and are therefore successful in their work. During the socialization with

newcomers in the observed company, during the first month, training for safe work is carried out. The company provides work to employees in safe conditions and enables them to work safely. Employees are obliged to comply with safety and health and safety regulations.

Appeal refers to a complaint formally presented to the management's representative or to the union's official. Appeals are rare occurrences, as a small number of workers question their superiors' decisions, and even fewer of them will risk being labeled as those who are doing the trouble.

Rules related to forms of punishment are: negligence, unreliability, disobedience, interference in rights or threats to the rights of others, theft and breach of security. When solving complaints and disciplines, managers must be consistent. Penalties in the observed enterprise are almost unavoidable, and so far they have not received a formal form, but have fallen into the level of warning, mainly related to the use of protective equipment and safety procedures at work. Appeals procedures have also failed to realize their full realization, as it mainly implied consideration of critical issues by interviewing the director and employee.

Abandoning an organization and keeping the staff in the enterprise

The main reasons why employees leave the job are:

- External factor (transferring a spouse to another job, illness, etc.),
- Functional turnover (all resignations due to poor productivity of individuals or the inability to engage in organizational culture),
- Rejection factors (job dissatisfaction),
- Attracting factors (height of salary, progression potential) (Živković, 2012: 207).

The enterprise pays attention to employees with high performance and offers a variety of incentives to keep employees such as: job security and salary, favorable working conditions, various programs of training and development, benefits, promotion, etc.

In the observed enterprise the dismissal of the job is defined by the Rules of Procedure, and in the case of consensual termination of employment, the employee terminates the employment relationship based on the written agreement between the employee and the employer.

The interest of this enterprise is the minimal fluctuation of people, because the employees are satisfied with the management structure, they have no overtime and their basic rights are not jeopardized, they are loyal to the enterprise and have a high degree of mutual trust and quality assurance, conflict situations are resolved quickly, there is a fair system of rewards and sanctioning, and a high level of morale among employees is also evident.

Changes in order to improve human resource management

Because of the size of the company in the observed enterprise there is no separate sector of human resources. It is necessary to develop systematic human resource planning for the longer period of time, as well as to strengthen the role of experts, and not just training for performing the job. Employees, especially young people, want to abandon the traditional work model, secure job positions supported by permanent learning and the creation of a learning organization system. Due to the need for engagement of a large number of workers conditioned by the constant increase in production volume, agency mediation is recommended, as well as the start of Internet advertising.

Interviews that are being implemented need to be more structured, it is necessary to introduce unconventional selection methods and to let this job to a specialized employment agency.

It is noticed that during the transition period, the union's form of association does not have the necessary strength to significantly improve the representation of the rights and interests of employees.

In terms of earnings and material reimbursement, it is necessary to do much, because it is one of the main motivational factors of all employees. In the context of stimulation, bonuses are only available in the pre-holiday period. As the main motivators of the employed, they mention the increase of salary, greater advancement possibilities, and work on strengthening interpersonal relationships, new forms of stimulation and flexible working hours.

Care of the health and safety of employees is at an exceptional level and attention is paid to them by constantly improving and following the latest standardization procedures.

Today, the enterprise recognizes steady growth and development, it automates its own production, introduces novelties into production processes, requiring greater engagement for the development of its employees, in order to develop a contemporary concept of a learning organization.

Conclusion

Human resources should be managed effectively, in a wise, rational and humane manner in order to achieve organizational and individual interests, but also to invest in them permanently. It is necessary to take a much more serious approach to recruitment and selection of staff, to prevent any nepotism and find suitable candidates; then dedicate yourself to the long-term development of the staff; adequate remuneration and incentives that are beyond short-term bonuses, in other words stimulate employees for a longer period of time.

Despite the strong internal communication, the desire to strengthen good interpersonal relationships has been emphasized in terms of strengthening communication skills and self-confidence. Also, employees are largely interested in training outside those that are indispensable for everyday work, and believe that the enterprise is not sufficiently engaged to fulfill their demands.

Starting from work analysis, through human resources planning, recruitment and selection, training and education, rewarding and motivating, health and safety concerns, career management, but sometimes their degradation and dismissal as well, it has been shown which steps are necessary for possessing adequate staff within the enterprise.

Literature

1. Bogičević, B. (2004): *Menadžment ljudskih resursa*, Centar za izdavačku delatnost Ekonomskog fakulteta, Beograd, pp. 3, 129
2. Dessler, G. (2007): *Osnovi menadžmenta ljudskih resursa*, Data Status, Beograd, p. 122
3. Jovanović-Božinov, M., Kulić, Ž., Cvetkovski, Tatjana (2008): *“Osnovi upravljanja ljudskim resursima“*, Megatrend univerzitet, Beograd, pp. 3-336

4. Kočović, J., Rakonjac Antić, T. (2007): Rečnik pojmova iz penzijskog osiguranja, Republički fond za penzijsko i invalidsko osiguranje zaposlenih Srbije, Beograd
5. Lončarević, G. (2006): *Menadžment*, Univerzitet Singidunum, Beograd, p. 185
6. Martinović, M., Tanasković, Zorica (2014): “*Menadžment ljudskih resursa*“, Visoka poslovno-tehnička škola strukovnih studija Užice, Užice, pp. 2-158
7. Poslovna i interna dokumentacija analiziranog preduzeća.
8. Zakon o bezbednosti i zdravlju na radu („Sl. Glasnik RS“, br. 101/2005 i 91/2015)
9. Zakon o radu („Sl. Glasnik RS“, br. 24/2005, 61/2005, 54/2009, 32/2013, 75/2014)
10. Živković D. (2012): *Menadžment ljudskih resursa*, Poljoprivredni fakultet Zemun, Beograd, pp. 29-30, p. 207