

The role of hrM function in serbian companies: challenges and limitations

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The renewal of the transition process, the liberalisation of economy and the entrance of foreign companies caused, altogether, considerable changes concerning the development of the HRM function in Serbia. Regardless of the changes which have taken place in the last few years, there is still no relevant research in Serbia which will confirm or disprove this trend. Thus, the aim of this paper is to investigate what the role of the HRM function in Serbia is today, and whether there are some limitations to the faster convergence of Serbian HRM practices toward contemporary HRM trends. In order to examine the role of the HRM function in Serbia, we carried out an exploratory research in 38 companies (with more than 66,000 of employees) which operate in Serbia, by using a questionnaire. The research results pointed out a few important conclusions indicating some changes did occur regarding the organizational position of the HRM function. However, Serbia still lacks competent HRM specialists regardless of the fact that Serbian HR departments are overstaffed.

1. Introduction

The renewal of the transition process in Serbia towards market economy, at the beginning of 2001, its opening towards the world and the entrance of foreign companies with their management practices and technologies onto the Serbian market meant remarkable turnpoints in the development of the HRM function in this country. The function of HRM in many Serbian companies is still known as the personnel “function“ and includes whatever it included in the first half of the twentieth century world, however, there have been significant changes in a number of Serbian companies which can freely be said to mark the beginning of the transformation of the personnel function into the HRM function. One innovation is that the HRM function is legally introduced into the public administration. Nevertheless, regardless of the changes that have taken place in the past years, there is no research in Serbia to confirm or disprove the change. There even are some signs that the HRM function is still limited to a number of basic activities, to the administrative part in particular, such as: announcements for recruitment of prospective candidates, the employees’ files, observing the regulations in the field of labour and labour relations, scheduling vacations, tracking absences of the employees, organization of sporadic training programmes for certain employee groups etc. Many important areas of HRM are therefore neglected, among them: human resource planning, rewarding, employee performance evaluation, permanent training and development of the employees, development of the employer – employee relations, etc. The consequence of such a scope of work of the HRM function in the Serbian companies is its specific organizational positioning in the company structure. A usual solution is to group the “personnel“

activities together with the administrative and legislative activities within the administrative, legal and personnel department. The microorganizational structuring, regardless of the company size, is generally in charge of two positions: Personnel manager and Personnel officer, with a smaller or larger staff, depending on the company size and the number of employees. To do these jobs the officers need the secondary education, or, in case university education is required, the job is usually performed by the lawyers. Some activities in the field of human resource management are sometimes performed by the company attorney – a position within the legal department – whose responsibility is drawing and keeping work contracts. The result of such an organizational solution is that this function becomes neglected, the development of these jobs is hindered, and so is the specialisation of professionals who would otherwise deal with this function in a proper way. Furthermore, since the specialisation of the professionals meant to do the HRM jobs is inadequate, and so is their position in the company organization, all important decisions in the HRM field – on recruiting staff, on firing staff, on the amounts and structure of wages, etc. – are made by the managing director of the company.

Our aim in this work is to find out whether the personnel function in Serbia is really beginning to turn into the HRM function, i.e., which position and role of the HRM function in Serbia occupies, as well as whether there are any obstacles to a faster convergence of Serbian companies to modern trends in the development of this function. In order to learn about the position and role of the HRM function in Serbia, we analyse the facts on the position and role of the HRM function on a sample of 38 companies operating in Serbia.

2. Modern tendencies in the hrm function development

The human management (HRM) is not only a well defined scientific discipline exploring all aspects of employment in the organization (Heneman, 1969; Dulebohn et al, 1995), but also a significant business and management function in the organization. The HRM function is made up of varied activities directed towards the personal aspects of people management in the organization, which have gradually developed over time and in accordance with the needs of the practice. The human resources management is a relatively new term, adopted towards the end of 1970s and in the early 1980s, mainly under a strong influence of American literature. The previous term was personnel function. The change in the name actually marked a qualitatively new phase in the development of this function – the focus shifts from the operations costs control towards the understanding of the employees and their competences as an important resource in the organization and assigning strategic importance and role to the managing of these resources in the organization (Tyson, York, 1996).

In order to understand the level to which the HRM function in Serbia developed, it is necessary to define the phases in its development first. For the time being, there is a general understanding that the HRM function has so far developed through four principal phases (Cascio, 1995).

Phase I is the period from the beginnings (the period of the World War I) until the 1960s. The focus was upon drawing and storage (keeping) the personal files of the employees. This phase is characterised by introducing a specific organizational unit to deal with the HRM matter. The typical activities in this period were the following: testing the candidates for a job, creating and conducting the guidance programmes for the newly employes, collecting and storing personal data of the employees (date of birth, working life period, education level, etc.), organization of socializing among the employees and informing the employees about important events in the organization.

Phase II begins in 1964, when the Civil Rights Act in the U.S.A. was enacted. The focus now shifts towards the increased responsibility of the state in the field of labour force and labour relations, hence the laws on retirement insurance, health insurance, as well as the laws protecting the employees from any discrimination on their workplace. The newly passed laws increased the importance of the HRM

function, since every area of employment had to be regulated by respective legal acts, as the organizations realised that it was important to avoid any expensive law suits and negative propaganda. This also resulted in the managers being much more included in almost all the aspects of HRM. New jobs, and consequently new workposts emerge within the organizational unit (department) in charge of the HRM, such as: an expert (specialist) in rewarding, an expert in education and training, an expert in labour relations, etc.

Phase III is related to the periods of 1970s and 1980s and is characterised by shifting of the focus towards costs control and increased efficiency of the HRM activities. Especially stressed are the permanent training of the employees, alternative methods in managing ethnically diversified employee structure, as well as efficient bridging of cultural differences, since 1980s were the scene of a large number of mergers and acquisitions a consequence of which was a cultural diversification of the employees, and, on the other hand, the HRM put it as a challenge to formulate and implement a unique strategy and policy of the HRM on the corporate level.

Phase IV starts in the early 1990s and lasts up to the present day. It focuses upon using the employees to create a competitive advantage. All the management levels in the organization and the experts in the human resources department become specific strategic partners in the processes of costs control, increasing competitiveness and added value creating. In the last years, the focus in the HRM function development has strikingly shifted towards: reducing the number of people employed within the HRM function; a high level of work division between line managers and the employees in the HRM function (Brewster et al., 2004); dislocating the HRM activities to external consultants and agencies (Lawler III et al., 2004); the growth of budget allocated for the development of the employees; the professionalisation of the employees in the HRM function and a strategic position and role of the function in the organizational hierarchy structure and in strategic decision making, so that in the majority of companies the manager is directly included into the managing board, and therefore into the process of strategic decision making. In order that the HRM function be understood as important, the indicators of the quality of management in different aspects of human resources management have been developed for years (Fitz-enz, Davison, 2002), based on a developed and unique human resources information system. This provided a clearer insight into the rela-

tionship among the corporate strategy, the business results achieved, and the investment into human resources (Becker et al., 2001).

Such trends and shifts in the organization and in the functioning of the HRM function are the result of the tendencies in the modern environment in which companies operate, and which make companies face nu-

merous challenges for which there are no ready made recommendations nor solutions. Fast changes in the market characteristics, expected to intensify in the XXI century have influenced the changes in the strategic goals and the nature of problems the companies face, which has had significant implications on the employment rate and consequently on the HRM policy in the organization (see Fiture 1).

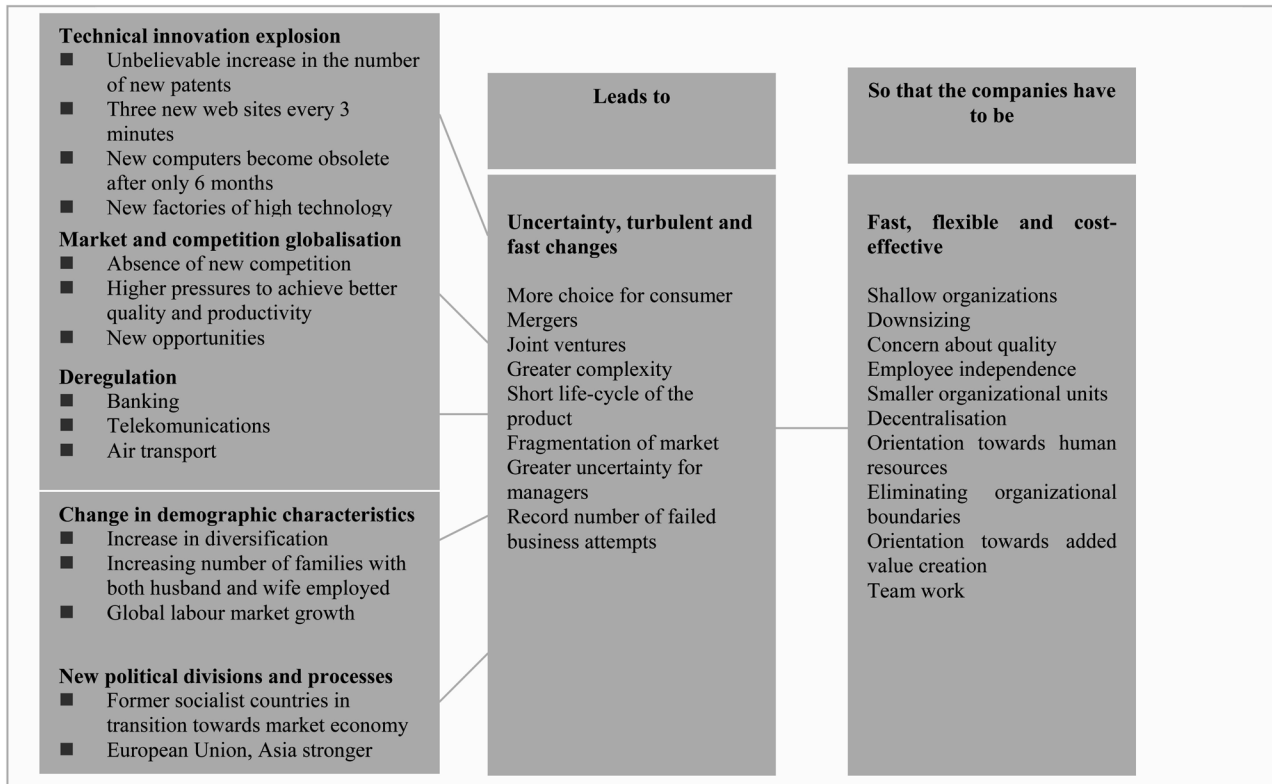


Figure 1: Challenges the managers face

(Source: Adapted after Dessler, G., 2000, *Human Resource Management*, 8th ed. Prentice Hall, p. 14)

Among the trends that have significant implications for the HRM surely most important are the following: the slowdown of economic growth, the Internet revolution, the globalisation, the changes in legislation and the changes in the labour force characteristics (Bernardin, Russel, 1998; Fisher et al., 1993; Gomez-Mejia et al., 2001; Dressler, 2000).

Slowdown of economic growth. All the lower economic growth rates have, in the course of the 1990s, triggered a strong wave of downsizing and firing of a large number of employees. Some research has shown that

out of 600 organizations observed in the early 1990s, as many as 60% or 70% analysed the prospects of downsizing.¹ The focus in business increasingly shifts towards: costs reduction, quality and difference in comparison to competition, transfer of business and dislocation of certain business functions, change in the nature of jobs, change in the demands for individual skills and knowledge, change in the structure of employees and of the management by temporary employment, flexibility and creation of shallow organizations in order to eliminate unnecessary levels of management, the problem of employees' lack to identify with the

¹ See: 1991 Survey of Human Resources Trends, p. 18

² See Human Resource Compensation Survey, 1993, Dearfield, III: William M. Mercer, Inc; see also "Human Resource Compensation Survey", Bulletin to Management, July 22, 1993, pp. 228-229

company they work with and massive dismissals. It is to be expected that the HRM will become the management's key instrument in adapting to the predicted changes through attracting and recruitment of the required profiles of employees, ensuring the corporate ethical and social responsibility, the increase in productivity, supporting the employees' independence, reducing the negative consequences of an increasing uncertainty of employment, reducing the probability of losing deficient profiles of experts, etc.

The Internet revolution. An incredibly fast development of the Internet in the last few years is certainly one of the greatest changes in the environment, bearing strong implications for organizations and their HRM policies. While the term "web economics" was still something new in mid 1990s, today, only a few years later, it has become a commonly used phrase in business circles. Statistical data in the developed countries show that the "web economics" is not an exaggeration any longer. For example, according to some data, the American economics investments into the Internet technology doubled in the 1998 – 2000 period, and are going to be five times larger by 2004, amounting to US\$300 billion (Anders, 1999). In some departments, such as transport and services, wholesale, and constructions, the investments into the Internet technology increased by more than 70% in the 1998 – 2000 period. At the beginning of the 21st century, as many as 80% of American companies use the Internet. The Internet revolution had a powerful influence upon employment, the most important being: the development of literacy and communication competences in the employees, the redefinition of a large number of jobs, the barrier elimination on the labour market, a more satisfactory treatment of the employees in order to reduce the likeliness of their leaving the organization, disseminating the on-line learning practice. All these will require the implementation of a more generalised managerial focus in the HRM field, due to the increased possibility of doing a larger number of different activities.

Globalisation. One of the greatest challenges the companies face at the beginning of the 21st century is competition from foreign companies, both on national and on international markets. The development of the Internet significantly accelerates the globalisation process and the greatest number of companies entered joint ventures to form international corporations, either to start a new business or to ensure their presence on the markets of other countries, without establishing subsidiaries. Some companies collaborate with foreign companies on specific projects, or dislodge pro-

duction into other countries. This was enhanced by lowering commercial barriers among developed countries. The intensification of the linking trend among the companies worldwide is a significant challenge for the HRM function in terms of creating a balance between the need to conduct a uniform HRM strategy and policy on the level of the entire company and the need to comply with the local regulations and customs. That is why more and more companies worldwide find international human resources management increasingly important.

Changes in legislation. One of the most important sources of the HRM function development is, according to many authors, related to the corporate obligation to observe strict law regulations in the field of labour and labour relations (Gomez-Mejia, 1994). The changes in legislation in the last years are directed towards shifting a number of social and political goals from the state to the employers. This is especially true in the area of respecting the rights and ensuring equal treatment of minorities and other "sensitive" social groups, such as: women, individuals of other races, individuals with special needs, AIDS victims, war veterans, employees older than 40, etc. It often happens that the law serves to achieve certain objectives of population policy: employers are forced to pay wages during the maternity leave, to equalize the salaries of men and women, etc. Introducing the social function into organizations will require the changes in the human resources management towards complying with new demands.

Changes in the labour force characteristics. The changes in the labour force characteristics are being directed towards the increase in the diversification levels among the working-age population in two dimensions: (1) *primary*, including age, gender, race, nationality, physical skills, sexual orientation and (2) *secondary*, such as education, previous work experience, parental status, marital status, religious beliefs, army experience, geographical location, income. Perhaps the most important changes in the labour force characteristics are reflected in the increase in women participation in the working age population as well as the increase in the average age of the employees. According to some estimates, by 2010, 25% of American population will be older than 55, and 14% of the total population will be older than 65. This brings a challenge for the HRM, on one hand, to devise the ways of training and further qualifying the elderly employees to be able to follow technological changes, and, on the other hand, to create opportunities for the young to advance along their career paths,

regardless of a large number of their older colleagues at higher hierarchy positions.

3. Position and role of hrm function in serbia

3.1. Research methodology

Our aim in this work was to explore the position and role of the HRM function in Serbia. The research method was chosen to suit the purpose of the research – it was the *explorative research* method – which is used to explore the phenomena and situations which we know little or nothing about (Reaves, 1992, p.9). We used the questionnaire method on the sample of 38 companies currently operating in Serbia to analyse the position and role of the HRM function. The research was conducted in the 2006 – 2007 period and the questionnaire contained 15 questions concerning the position and role of the HRM function, complemented by 21 questions concerning general information on the company, such as the size and “age” of the company, the type of activities and the industry field, the number and structure of employees according to age, education, profession, the main problem areas in the HRM department, etc. The questionnaire was completed during the direct interviews with the managers of organizational units, who are in charge of HRM activities. The data obtained from the questionnaires were further processed using the descriptive statistics methods. The companies included in the sample employ 66419 people, 819 of whom work in the human resources departments (personnel departments). The companies in the sample came from various industries, of various sizes and ages and various ownership structures. The sample had 63% Serbian and 37% foreign companies, the average age of the company being 43.9 years. The ownership structure in the companies is presented in Table 1.

Ownership type	Share in the total number of included companies
Private	57.9 %
State	26.3%
Mixed	15.8%
Total	100%

Table 1. Ownership structure in the processed sample

3.2. Research findings

The results obtained in the reesarch have shown that the majority of the companies (86.8%) have a separate organizational unit engaged in human resources management issues, or personnel matters. Personal data on the HRM managers included in the processed

sample show that in 43% of these companies the HRM managers have less than five years of work experience in the HRM field. In almost all the companies in the sample the majority of HRM positions are occupied by women, therefore their share in the total sample in the number of the employed in the HRM function amounts to 75%. This result coincides with the findings of Hofstede, that in the so-called female cultures, as is the Serbian national culture (Hofstede, 2001) there is a clear division between the “male” and “female” professions (Hofstede, 1984), therefore the jobs in the HRM in Serbia can conditionally be classed as “female” professions.

The findings obtained from the answers to the question on where the HRM function managers are recruited from have shown that in most companies they are generally recruited internally, either from the HRM department itself (in 32% of companies) or among other professionals in the company (26.3%). Approximately 23.7% of companies recruit the managers for the HRM department externally, among the experts in this field.

The research results also show that in the majority of companies (75%) the HRM department manager is generally not a member of Managing Board or the Board of Directors. In most companies (60%) the managing director general is the highest authority in decision making in the field of HRM, whereas in the 40% of remaining companies this authority belongs to the administrative director.

According to the data processed, the role of the HRM function in business strategy creation in the companies is of rather small or no importance at all. The role of the HRM function somewhat gains in importance in the business strategy implementation stage (in 36.4% of companies in the sample). The HRM department, however, is not included in either the creation stage or the implementation stage of the company’s business strategy in 21.2% of the companies from the sample. In 24% of the companies the HRM department’s attitude was only requested concerning the business strategy.

The number of employees in these organizational units included in the sample is strikingly large and ranges from 0.3 to 9.4, that is the average 1.8 employed in the HRM department per 100 employed in the company. Having in mind that the average size of companies measured by the number of employees is 1748, a conclusion can be drawn that the main characteristic of these departments is that of being over-staffed. For the comparison purposes: the same ratio for this size of company in the U.S.A. is 0.82.

Regardless of a large number of employees in the human resource management department, these departments still do not perform all the key activities of this function, the central responsibility still remaining within the administration department. A large number of companies (76.3%) have no written documents defining the company policy in various HRM areas. The Serbian companies mainly do have defined policies in three basic areas: earnings (71.1%), employment (57.9%) and training and development (57.9%). The facts prove that these are the three most highly developed areas in the HRM field in Serbian companies. These are simultaneously the areas in which these companies hire external consultants on demand: earnings (33.3%), recruitment and selection of candidates (25%) and training and development of employees (55.6%). Only 27% of companies from the sample do all the HRM jobs by themselves. Here it is important to point out that in case of the companies hiring external consultants for training and development of

the employees, the company hires the trainers, not the consultants who would systematically do the jobs of training and development for the company.

The data from the questionnaire show that only 50% of companies from the sample have the HRM strategy in writing, whereas one third of the companies (34%) never evaluate the quality and performance of the HRM department. In the companies that conduct the evaluations, the job is usually performed by the top management (70% of companies).

As regards the authority in making important decisions in the field of HRM, the research findings show that the highest authority in decision making in the HRM field (either independently or upon consulting the HRM department) in the Serbian companies is the line manager, which further stresses the little importance the HRM function is given in the hierarchy of the company (see Table 2).

	Line management	Line management in coordination with the HRM sector	HRM sector in coordination with management	HRM sector
Salaries	45.16	22.58	25.8	6.45
Recruitment and selection	33.33	23.33	30	13.33
Training and development	36.67	13.33	33.33	16.67
Industrial relations	53.85	15.38	19.23	11.54
Downsizing	36.67	36.67	20	6.66

Table 2. Authority in decision making in the HR; field (% of companies)

To the question on whether the authority in making key decisions in the HRM field has changed in the last three years, the answer of the majority companies (80%) was that it has not, while in the 20% of companies the answer was that the responsibility of the line management has even increased. The interviews with the HRM department managers show, however, that line management according to their understanding is not presented by the real line management, but mostly by the managing director of the company, which reveals a high level of centralization in decision making in the HRM department.

3.3. Discussion

The research findings pointed to some important conclusions as regards the position and role of the HRM function in Serbia today.

Firstly, a large majority of the companies from the sample (86.6%) have a separate organizational unit dealing with HRM (personnel) issues. This is an am-

ple change compared to previous organizations of personnel departments, generally within or in coordination with the administrative department. The organizational independence of these jobs shows that the HRM function has gained a far greater organizational power and that its further importance and a more important role in decision making in the hRM field are to be expected, however, only in the field of strategic decision making. Naturally, this will hardly be achieved in the near future, since the research findings show that Serbian companies have yet not developed the written documents in human resource strategy, that the HRM departments have not yet been included in the process of company strategy creating, nor in the business strategy implementation process. Instead of the human resource departments and the line managers, the managing directors still have the last say in capital decision making in the HRM field in Serbian companies.

Secondly, Serbia is still deficient in experts specialised

in the HRM field, since in almost half of the companies from the sample, the department managers' work experience in the HRM field is less than five years. The poor competence of the HRM departments staff in Serbia is an important factor influencing the present position and level of development of the HRM function in Serbia (Sparrow, Hiltrop, 1997). This means that in the years to come a new generation of HRM professionals will have to grow, which will require certain changes in the education curricula offered at the universities in Serbia.

Thirdly, compared to the US model of HRM, the findings show that the HRM departments in Serbia are overstaffed – the ratio is 1.9 employed in the HRM department per 100 employees, compared to the 0.8 ratio intensification of the linking trend among the companies worldwide is a significant challenge for the HRM function in terms of creating a balance between the need to conduct a uniform HRM strategy and policy on the level of the entire company and the need to comply with the local regulations and customs. That is why more and more companies worldwide find international human resources management increasingly important.

Changes in legislation. One of the most important sources of the HRM function development department (service). In some companies, even the staff engaged in training and development of the employees are placed outside the HRM department. If this dislocated staff were added to the staff in the HRM departments, it is fairly possible that the facts on the employment in the HRM departments would be even more dramatic. Finally, this large staff in the HRM departments is even larger if we have in mind the fact that the HRM departments from the sample are still mainly engaged in administration, leaving them out of many an HRM activity, such as: human resource planning, employee development, employee relations, evaluating employees' performances, fringe benefit development, the earning system development etc. On the other hand, some European countries, too, are overstaffed in the HRM departments (Brewster et al., 2004) in comparison to the U.S.A., so we can conclude that we are, at least in the HRM sector, closer to the European than to the American companies.

Fourthly, the most developed areas intensification of the linking trend among the companies worldwide is a significant challenge for the HRM function in terms of creating a balance between the need to conduct a uniform HRM strategy and policy on the level of the entire company and the need to comply with the local

regulations and customs. That is why more and more companies worldwide find international human resources management increasingly important.

Changes in legislation. One of the most important sources of the HRM function development, since the employee evaluation does not coincide with a high level of collectivism in the Serbian national culture (Triandis, 1995), therefore the development and implementation of this HRM activity will probably be one of the greatest challenges for the HRM experts in Serbia.

Fifthly, if we try to locate the phase in the development of the HRM function in the Serbian companies, we can draw a conclusion, on the basis of the findings, that we are still somewhere in between the first and the second phases, with not even the first phase being completed in some companies. The development of the HRM function will require that this function be absolutely independent, its scope of work be well defined and the specialists in certain HRM areas be trained, apart from their work in the company.

Sixthly, if we analyse the HRM function in the Serbian companies from the point of view of comparative human resource management, i.e., to find out whether we are closer to the European or to the American companies, or we are absolutely specific, the situation becomes rather complex. The research findings clearly show that in the HRM function Serbia diverges from the American model. The divergence observed can be explained by several factors, such as: the role and competence of the HRM professionals, institutional and cultural factors (Sparrow, Hiltrop, 1997; Holden, 2001; Hoffman, 1999; Rollinson, Broadfield, 2002; Schuler et al., 2001; Hofstede, 1980; Gomez-Mejia et al., 2001; Schwartz, 2004; Schuler, Rogovsky, 1998). These findings coincide with the findings in the previous article (Clark et al., 1999, p. 529) in which, on the basis of the review of articles published in the leading journals in the fields of human resources management, organisational conduct management and other relevant journals in the fields of social sciences, we established that according to almost 50% articles, the reasons for the differences or similarities observed in the HRM practices are the cultural (21.8%) and the institutional (19%) contexts or the combination (10.4%) of the two.

The fact, however, that an increasing number of companies in Serbia introduce the HRM department as an independent organizational unit, and that a majority of them are engaged in certain crucial HRM activities

may be taken as a promising sign of convergence towards the American model. On the other hand, if we analyse the European HRM model (Brewster, Larsen, 1992) that includes two dimensions, the integration and the decentralization of the HRM, Serbia could, at first glance, be placed together with some European countries, within a quadrant designed "the Wild West type of HRM" (Brewster, Larsen, 1992, p. 414). This HRM type means that "...managers are free to develop relations with the employees, and that in extreme cases they will be empowered to hire or fire, reward or invest into an employee as they please", which in turn may cause "incoherency, inconsistency and a fierce response of the employees" (pp. 414-415). The research findings have shown further that the extent to which the HRM function is integrated into the business strategy is very small, although the level of decentralization of HRM activities and decisions towards line managers is rather high, given that the primary responsibility for the HRM decisions lies with the line management, either entirely or in coordination with the HRM department. These findings place Serbia directly into the right bottom corner of the matrix, together with the Netherlands and Denmark. Having in mind, however, that according to the interviews, the line managers are in reality not authorised at all to make important HRM decisions, since such authority, in most companies, lies with the managing director (a high power distance) we believe, in spite of the findings, that the real decentralization of the HRM function through a wider inclusion of line managers is really on a very low level. Simultaneously, contrary to the Brewster and Larsen model, this fact does not automatically mean that the HRM managers in Serbian companies have all the power in decision making. Actually, we have a situation in Serbia that the model described cannot be applied, since the decentralisation as defined in the model, cannot be implemented.

4. Conclusion and implications for the management

This work is an attempt to understand the position and role of the HRM function in Serbia today. According to the research findings, some changes did happen in the past years as regards the organizational independence of the HRM function and its gaining professional potential. These are, however, insufficient, therefore we are still far away from modern trends in the development of the HRM function, both in Europe and in the U.S.A. the reasons for a poorly developed HRM function should certainly be primarily observed in the incompetence of the staff employed in the HRM department, but also in the features of Serbian national culture and institutional context. It is to be expected, how-

ever, that further competition and entrance of foreign companies, as well as closer relations intensification of the linking trend among the companies worldwide is a significant challenge for the HRM function in terms of creating a balance between the need to conduct a uniform HRM strategy and policy on the level of the entire company and the need to comply with the local regulations and customs. That is why more and more companies worldwide find international human resources management increasingly important.

Changes in legislation. One of the most important sources of the HRM function development with some reserve, due to several limitations. In the first place, the research conducted on the sample of only 38 companies is a significant methodological limitation for a broader generalization of the results obtained. In the second place, the research was conducted in a short period of time – during 2006 and 2007 – which prevented us from observing the development of the HRM function in time. This research, however, is only the first step in understanding the position and the role of the HRM function in Serbia and the way in which the transitional countries behave and face the implementation of Western management systems and technologies. Further research should follow in the direction of including a larger sample and a more detailed analysis of some HRM activities in order to obtain more substantial information on the features of the Serbian HRM model.

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- c1 See: 1991 *Survey of Human Resources Trends*, p. 18
- 2 See *Human Resource Compensation Survey*, 1993, Dearfield, III: William M. Mercer, Inc; see also "Human Resource Compensation Survey", *Bulletin to Management*, July 22, 1993, pp. 228-229