

TNA Questionnaire results (Serbia)

Sample Size n = 48

| | | | | | |
|----|--|----------|-----------|------------|-----------|
| B1 | How many employees does your company have? | Total | | | |
| | | Micro<10 | Small<50 | Medium<250 | Large>250 |
| | | 7 | 16 | 14 | 11 |

| | | | | |
|-------------------|--|--|----------------|-----------|
| B2 | Please indicate the importance you attach to qualifications and/or experience when employing people to work in your business | Managerial | Qualifications | 2 |
| | | | Experience | 8 |
| | | | Both | 38 |
| | | Accounting/financial | Qualifications | 8 |
| | | | Experience | 9 |
| | | | Both | 31 |
| | | Technical | Qualifications | 9 |
| | | | Experience | 8 |
| | | | Both | 31 |
| | | Marketing <i>1 missing answer</i> | Qualifications | 13 |
| | | | Experience | 12 |
| | | | Both | 22 |
| | | Semi-skilled <i>3 missing answers</i> | Qualifications | 5 |
| | | | Experience | 35 |
| | | | Both | 5 |
| | | Unskilled <i>5 missing answers</i> | Qualifications | 5 |
| | | | Experience | 36 |
| | | | Both | 2 |
| If other, specify | Qualifications | | | |
| | Experience | | | |
| | Both | | | |

| | | | |
|----|-------------------------------------|-----|-----------|
| B3 | Do you employ university graduates? | Yes | 47 |
| | | No | 1 |

| | | | | | | | |
|----|--|-----------------------|----------|-----------|-----------|-----------|-----------|
| B4 | If yes, to what extent are you satisfied with their: | | 1 | 2 | 3 | 4 | 5 |
| | | Organizational skills | 2 | 7 | 26 | 12 | 0 |
| | | Communication skills | 0 | 6 | 18 | 21 | 2 |
| | | Theoretical knowledge | 1 | 4 | 11 | 22 | 2 |
| | | Practical skills | 3 | 19 | 13 | 10 | 2 |
| | | Willingness to learn | 2 | 7 | 9 | 16 | 13 |

| | | | | | | |
|----|---|----------|----------|-----------|-----------|----------|
| B5 | To what extent do you think that universities can provide the type of training required by your business? | 1 | 2 | 3 | 4 | 5 |
| | | 2 | 5 | 18 | 18 | 4 |

| | | | |
|----|--|-----|-----------|
| C1 | Do you have problems finding suitably qualified people for your business? | Yes | 22 |
| | | No | 26 |

| | | | |
|----|--|-----|-----------|
| C2 | Do you have problems finding people with relevant experience for your business? | Yes | 35 |
| | | No | 13 |

| | | | |
|----|--|-----------------------|-----------|
| C3 | What type of skill or experience shortages are the most common? Hard skills, risk management, motivation | Soft skills | 18 |
| | | Communication skills | 12 |
| | | People skills | 11 |
| | | Leader skills | 17 |
| | | Customer skills | 9 |
| | | Business skills | 18 |
| | | Analytical skills | 18 |
| | | Organizational skills | 22 |
| | | Management skills | 17 |
| | | Other, please specify | |

| | | | | | | | |
|-----------------------|--|-----------------------|----------|----------|----------|-----------|-----------|
| C4 | Please rate the importance of the following skills for your business. 1 missing answer for Business skills | | 1 | 2 | 3 | 4 | 5 |
| | | Soft skills | 1 | 3 | 3 | 16 | 25 |
| | | Communication skills | 1 | 5 | 5 | 19 | 18 |
| | | People skills | 1 | 2 | 7 | 19 | 19 |
| | | Leader skills | 1 | 1 | 6 | 18 | 22 |
| | | Customer skills | 1 | 1 | 8 | 12 | 26 |
| | | Business skills | 1 | 1 | 5 | 15 | 25 |
| | | Analytical skills | 1 | 2 | 8 | 17 | 20 |
| | | Organizational skills | 1 | 0 | 6 | 12 | 29 |
| | | Management skills | 1 | 0 | 7 | 12 | 28 |
| Other, please specify | | | | | | | |

| | | | | | | |
|----|---|----------|----------|-----------|-----------|----------|
| C5 | How would you rate the general level of skills of your employees for the job they were hired? | 1 | 2 | 3 | 4 | 5 |
| | | 0 | 2 | 15 | 28 | 3 |

| | | | |
|----|--|--|-----------|
| C6 | Which channel do you most often use to recruit people for your business? | National Employment Service | 16 |
| | | Private agencies for employment | 5 |
| | | Educational organizations | 3 |
| | | Internet | 14 |
| | | Newspapers | 9 |
| | | Recommendations | 26 |
| | | Other: Own database, TALEO, Infostud | 5 |

| | | | |
|----|--|-----|-----------|
| D1 | Does your business have regular training programs? | Yes | 33 |
| | | No | 15 |

| | | | |
|-----|--|----------|-----------|
| D1a | How is training typically provided? Both 10 8 no answers | In-house | 19 |
| | | External | 11 |

| | | | |
|-----|---|-----|-----------|
| D1b | Is training budgeted for in your annual business plans? 16 no answers | Yes | 28 |
| | | No | 4 |

| | | | |
|-----|---|-----------------------------------|-----------|
| D1c | How are the training needs of your employees most often determined? | By regular performance evaluation | 7 |
| | | By planned training programs | 14 |
| | | By training needs analysis | 17 |
| | | Ad-hoc | 6 |
| | | Other | |

| | | | |
|-----|---|--------------|-----------|
| D1d | To what job level do you most often provide training? | Top level | 11 |
| | | Middle level | 14 |
| | | Low level | 4 |

| | | | |
|-----|--|--|-----------|
| D1e | What are the main types of training you organize for your employees? Sale skills, team work, leaderships skills, negotiating skills, coaching, professional skills | Supervisory/management skills | 12 |
| | | Workplace technology | 17 |
| | | Hiring and recruitment | 1 |
| | | Stress management | 3 |
| | | Presentation skills | 7 |
| | | Strategic planning/organizational skills | 16 |
| | | Conflict management | 5 |
| | | Customer services | 10 |
| | | Other | |

| | | | |
|-----|--|---------------------|-----------|
| D1f | Which method of training do you feel to be the most effective? | Classroom/lecture | 4 |
| | | Seminars/workshops | 26 |
| | | On-the-job training | 15 |
| | | Video presentations | 2 |
| | | Other | |

| | | | |
|-----|--|------------------------------------|----------|
| D1g | Why is training not part of your business? | Lack of finances | 6 |
| | | Lack of adequate training programs | 7 |
| | | We have no need for training | 3 |
| | | Other | |

| | | | |
|-----|---|-----------------------------|-----------|
| D1h | Would you be prepared to invest in training if it improved the efficiency and profitability of your business? | Yes, immediately | 10 |
| | | Yes, sometime in the future | 14 |
| | | No | 2 |

| | | | |
|-----|---|-----------------------|-----------|
| D1i | Which of the following would most influence you to register for a training program? | Program objectives | 23 |
| | | Location | 2 |
| | | Facilitator/presenter | 7 |
| | | Length of program | 3 |
| | | Price | 6 |
| | | Other | |

| | | | |
|----|---|-----------------------------------|-----------|
| D2 | Do you have problems in finding training to meet your business needs? | Yes, I am uncertain where to look | 4 |
| | | Yes, I am not offered what I need | 12 |
| | | No | 32 |

| | | | |
|----|---|--|----------|
| D3 | If yes, what types of training do you most often have problems finding? | Supervisory/management skills | 8 |
| | | Workplace technology | 3 |
| | | Hiring and recruitment | 1 |
| | | Stress management | 4 |
| | | Presentation skills | 1 |
| | | Strategic planning/organizational skills | 8 |
| | | Conflict management | 2 |
| | | Customer services | 4 |
| | | Other | |

| | | | | | | |
|----|--|----------|----------|-----------|-----------|-----------|
| D4 | To what extent do you feel that a one-stop-shop would be helpful in identifying and meeting the training requirements of your company? | 1 | 2 | 3 | 4 | 5 |
| | | 0 | 4 | 11 | 15 | 18 |