

РЕПУБЛИКА СРПСКА  
ЈУ ЗАВОД ЗА ЗАПОШЉАВАЊЕ  
РЕПУБЛИКЕ СРПСКЕ

Пале



**LABOUR MARKET RESEARCH IN REPUBLIKA  
SRPSKA  
2021/2022.**


**- THEMATIC REPORT -**

**PLANS OF EMPLOYERS IN 2022**



Funded by  
the European Union

**IMPROVING LABOUR  
MARKET RESEARCH**



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2021/2022  
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Editor and research  
coordinator: **Head of Employment  
Mediation and Career  
Planning Department** Slobodan Mačar

Editorial Board: Jovana Janković  
Ivana Njegovanović

Expert support: Dr.sc Ranko Markuš  
Dr.sc Ljiljan Veselinović


Proofreading: Branka Miović

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# INTRODUCTION



# INTRODUCTION

The labour market research is conducted in accordance with the Law on Employment Mediation and Unemployment Rights ("Official Gazette of Republika Srpska", No. 30/10, 102/12 and 94/19), and the annual Work Programs of the Public Employment Service of Republika Srpska. The RS PES independently and in cooperation with the competent bodies and organizations researches the labour market and, on that basis, directs its activities, publishes information on the situation and phenomena of importance for the implementation of employment policy.

Thematic reports are reports that use data from labour market research conducted in Republika Srpska with the aim of a more detailed analysis of certain topics. The aim of this thematic report is to offer useful information to support the design of labour market policies in the context of

understanding the plans and expectations of employers in 2022.

The research of the labour market by the Public Employment Service of Republika Srpska began in October 2021, when the preparation of the questionnaire began. In October and November, questionnaires were tested, sampled, and regional coordinators and interviewers were trained to conduct the survey. Data were collected from 1 to 31 December 2021.

The sampling method used in this study is a stratified sampling approach, with the key variables of stratification being sector (KD2010 classification of activities) and company size. A total of 1,100 responses were collected from employers in Republika Srpska.

Table 1. Basic characteristics of the sample

<b>Total employers</b>	<b>1100</b>	<b>100.0%</b>
<b>Number and percentage of employers by size</b>		
Small businesses (up to 50 employees)	925	84.1%
Medium (from 50 to 250 employees)	89	8.1%
Large companies (over 250 employees)	86	7.8%
<b>According to the activity</b>		
B (Mining and quarrying)	9	0.8%
C (Manufacturing industry)	310	28.2%
D (Production and supply of electricity, gas, steam, and air conditioning)	14	1.3%
E (Water supply; wastewater disposal, waste management and remediation activities)	22	2.0%
F (Construction)	77	7.0%
G (Wholesale and retail trade; repair of motor vehicles and motorcycles)	311	28.3%
H (Transport and storage)	67	6.1%
I (Accommodation and food service activities (hotels and restaurants))	109	9.9%
J (Information and communication)	29	2.6%
K (Financial and insurance activities)	17	1.5%
L (Real estate business)	5	0.5%
M (Professional, scientific, and technical activities)	65	5.9%
N (Administrative and support service activities)	20	1.8%
Q (Health and social work activities)	24	2.2%
R (Arts, entertainment, and recreation)	21	1.9%
S (Other service activities)	9	0.8%

# PLANNED EMPLOYMENT IN 2022

Од укупног броја послодаваца који су учествовали у истраживању (1.100), 676 планира запошљавати нове раднике у 2022. години (61,5%). Посматрано по филијалама, најнижи проценат послодаваца који планира нова запошљавања је у Требињу (53,6%), а највећи у Бијељини (69,5%). Поређења ради, од укупног броја послодаваца који су учествовали у истраживању у 2020. години, њих 478 су планирали запошљавати нове раднике у 2021. години (48,9%).

Table 2. Employment plans in 2022

Branch	We plan new hires		We do not plan to hire new workers		No response	Total
Banja Luka	298	60.2%	197	39.8%	0	495
Bijeljina	89	69.5%	39	30.5%	0	128
Doboj	105	64.4%	58	35.6%	0	163
Istočno Sarajevo	65	61.3%	39	36.8%	2	106
Prijedor	62	56.9%	47	43.1%	0	109
Trebinje	36	53.7%	31	46.3%	0	67
Zvornik	21	65.6%	11	34.4%	0	32
<b>Total</b>	<b>676</b>	<b>61.5%</b>	<b>422</b>	<b>38.4%</b>	<b>2</b>	<b>1100</b>

The number of employers in the sample who expressed the need for new employment in 2022 is 676, while the number of needed workers is estimated at 5,767 (new employees and vacancies).

Graph 1. Employment plans by branches

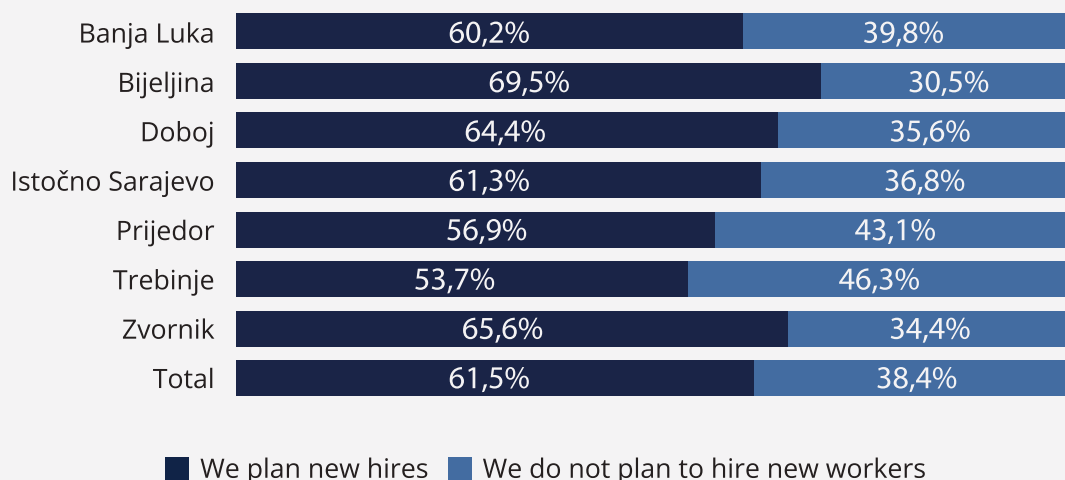


Table 2a. Employment plans in 2022, overview by activities

Are you planning to hire workers with advanced IT skills?	No response		No, I am not		I am planning new hires		Total	
	Number	%	Number	%	Number	%	Number	%
Construction	0	0.0%	20	26.0%	57	74.0%	77	100.0%
Industrial activities	1	0.3%	96	27.0%	258	72.7%	355	100.0%
Trade	0	0.0%	160	51.4%	151	48.6%	311	100.0%
Service activities	1	0.3%	146	40.9%	210	58.8%	357	100.0%
<b>Total</b>	<b>2</b>	<b>0.2%</b>	<b>422</b>	<b>38.4%</b>	<b>676</b>	<b>61.5%</b>	<b>1100</b>	<b>100.0%</b>

Observed by group of activities, employers from construction (74.0%) and industrial activities (72.7%) plan new employments in 2022. On the other hand, 48.6% of employers from the trade group of activities have new employment plans, and 58.8% from service activities. These results indicate a potentially higher growth in demand for workers in construction and industry, compared to trade. A detailed overview by activities from the KD2010 classification is given in Table 2b.

Table 2b. Employment plans in 2022, overview by activities

Are you planning to hire workers with advanced IT skills?	No response		No, I am not		I am planning new hires		Total	
	Number	%	Number	%	Number	%	Number	%
B	0	0.0%	2	22.2%	7	77.8%	9	100.0%
C	0	0.0%	76	24.5%	234	75.5%	310	100.0%
D	1	7.1%	6	42.9%	7	50.0%	14	100.0%
E	0	0.0%	12	54.5%	10	45.5%	22	100.0%
F	0	0.0%	20	26.0%	57	74.0%	77	100.0%
G	0	0.0%	160	51.4%	151	48.6%	311	100.0%
H	0	0.0%	26	38.8%	41	61.2%	67	100.0%
I	0	0.0%	36	33.0%	73	67.0%	109	100.0%
J	0	0.0%	11	37.9%	18	62.1%	29	100.0%
K	0	0.0%	9	52.9%	8	47.1%	17	100.0%
L	0	0.0%	3	60.0%	2	40.0%	5	100.0%
M	0	0.0%	31	47.7%	34	52.3%	65	100.0%
N	1	5.0%	2	10.0%	17	85.0%	20	100.0%
R	0	0.0%	16	66.7%	8	33.3%	24	100.0%
S	0	0.0%	12	57.1%	9	42.9%	21	100.0%
<b>Total</b>	<b>2</b>	<b>0.2%</b>	<b>422</b>	<b>38.4%</b>	<b>676</b>	<b>61.5%</b>	<b>1100</b>	<b>100.0%</b>



Observed by size, employers from the group of large enterprises (83.7% of employers) and medium-sized enterprises (76.4%) employ more often than employers from the group of smaller enterprises (57.9%). However, small enterprises make up the largest part of the sample (84.1% of surveyed employers), as well as the entire population.

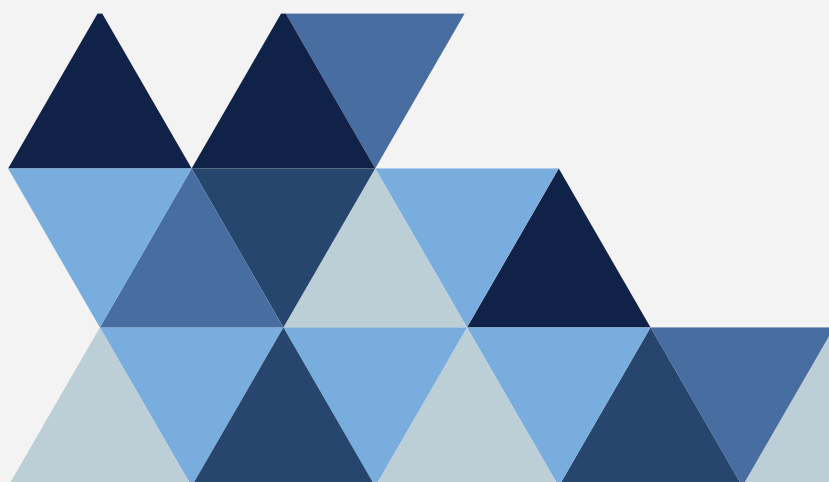
Table 2c. Employment plans for 2022, overview by size

Are you planning to hire workers with advanced IT skills?	No response		No, I am not		I am planning new hires		Total	
	Number	%	Number	%	Number	%	Number	%
Small	0	0.0%	389	42.1%	536	57.9%	925	100.0%
Medium	0	0.0%	21	23.6%	68	76.4%	89	100.0%
Large	2	2.3%	12	14.0%	72	83.7%	86	100.0%
<b>Total</b>	<b>2</b>	<b>0.2%</b>	<b>422</b>	<b>38.4%</b>	<b>676</b>	<b>61.5%</b>	<b>1100</b>	<b>100.0%</b>

Although they make up only 6.8% of the sample, newly established companies (up to three years) mostly plan new employments (74.6% of employers), which is slightly more than 60.6% of companies that have been operating for over three years.

Table 2d. Employment plans for 2022, overview by age of the company

Are you planning to hire workers with advanced IT skills?	No response		No, I am not		I am planning new hires		Total	
	Number	%	Number	%	Number	%	Number	%
Up to three years	0	0.0%	17	25.4%	50	74.6%	67	100.0%
Over three years	2	0.2%	384	39.2%	593	60.6%	979	100.0%
Missing data on age of the company	0	0.0%	21	38.9%	33	61.1%	54	100.0%
<b>Total</b>	<b>2</b>	<b>0.2%</b>	<b>422</b>	<b>38.4%</b>	<b>676</b>	<b>61.5%</b>	<b>1100</b>	<b>100.0%</b>



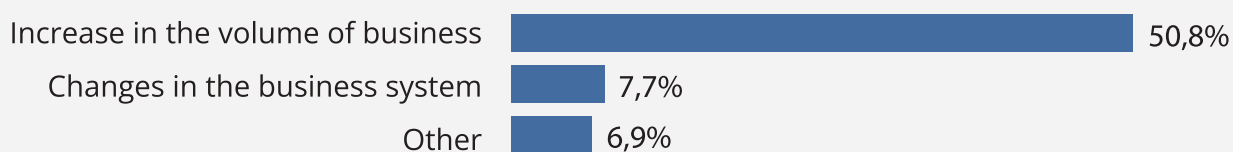
# REASONS FOR EMPLOYING NEW WORKERS IN 2022

In policymaking, it is extremely important to understand the reasons for the need to hire new workers. One of the main reasons for hiring workers in 2022 is planning to increase the volume of business (50.8% of employers who planned to hire in 2022), followed by a change in the business system (7.7%). The percentage of employers citing other reasons is 6.9%, and among these reasons were most often mentioned: expansion of business depending on the situation with COVID-19 and the market in general (15 employers), filling vacancies (13 employers), natural replacement of labour force due to retirement (11 employers), regular job turnover (5 employers) and employment of seasonal workers (5 employers).

Table 3. Reasons for new employment

If you plan to hire new workers in 2022, state the reasons for the planned new employment:	Number of employers	Percentage
Increasing the volume of business	559	50,8%
Changes in the business system	85	7,7%
Other	76	6,9%

Graph 2. An overview of the reasons for new employment



A person wearing a striped shirt is shown from the chest down, holding their hand over a desk. On the desk, there is a clipboard with a resume on it. The resume has the word 'RESUME' printed on it. The background is a bright, out-of-focus office environment. A large dark blue triangle with a red border is overlaid on the left side of the image, containing the text.

# EXPRESSED NEEDS FOR NEW WORKERS

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# EXPRESSED NEEDS FOR NEW WORKERS

Industrial activities expressed the greatest needs for new workers: 65.4% of the expressed needs are in this group of activities, while service activities are in second place (16.0% of the expressed needs).

Table 3a. Number of expressed needs in 2022 by employees by group of activities (number of employees)

Group of activities	Number of workers	%
Construction	376	6.5%
Industry	3774	65.4%
Trade	697	12.1%
Service activities	920	16.0%
<b>Total</b>	<b>5767</b>	<b>100.0%</b>

Observed by activities, the largest percentage of expressed needs for new workers is in activity C - manufacturing (62.7% of the total expressed needs in 2022), followed by G - wholesale and retail trade; repair of motor vehicles and motorcycles (12.1%).

Table 3b. Number of expressed needs in 2022 by employees by activities (number of employees)

Activity	Number of workers	%
B	27	0.5%
C	3614	62.7%
D	96	1.7%
E	37	0.6%
F	376	6.5%
G	697	12.1%
H	168	2.9%
I	257	4.5%
J	109	1.9%
K	37	0.6%
L	10	0.2%
M	105	1.8%
N	142	2.5%
R	64	1.1%
S	28	0.5%
<b>Total</b>	<b>5767</b>	<b>100.0%</b>

The needs expressed by large companies make up 54.0%, followed by small companies (35.3%) and medium (10.7%).

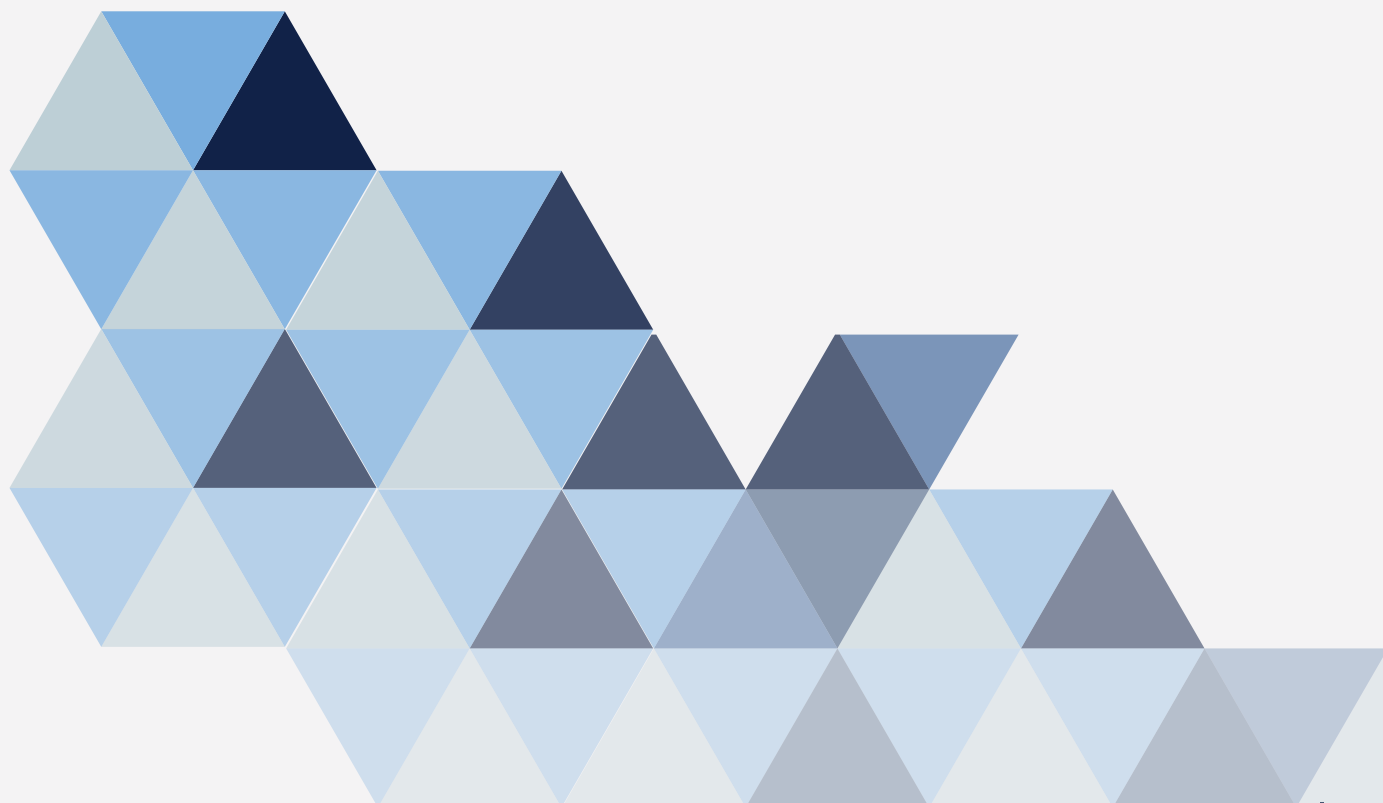
Table 3c. Number of expressed needs in 2022 by workers by size (number of workers)

Size	Number of workers	%
Small	2035	35.3%
Medium	616	10.7%
Large	3116	54.0%
<b>Total</b>	<b>5767</b>	<b>100.0%</b>

Expressed needs from companies that have been operating in Republika Srpska for more than three years make up 90.8% of all expressed needs, while newly established companies (up to three years) have expressed the need for 308 workers (5.3% of total expressed needs).

Table 3b. Number of expressed needs in 2022 by workers by age of the company (number of workers)

Age of the company	Number of workers	%
Up to three years	308	5.3%
Over three years	5235	90.8%
Missing information about the age of the company	224	3.9%
<b>Total</b>	<b>5767</b>	<b>100.0%</b>



# OCCUPATIONS IN DEMAND IN 2022

The next 20 occupations represent 71.5% of the total employment plans of workers in 2022: simple worker, salesperson, seamstress, waiter, vehicle body repairer, shoemaker, locksmith, auxiliary worker in production, joiner, truck driver, cook, welder, shoemaker - maker of upper parts of footwear, electronic mechanics - mechatronics - CNC operator, carpenter, freight vehicle driver, electrical engineer, bricklayer, electrical technician, and reinforcement worker.

Table 4. An overview of the most sought-after occupations for 2022

Occupation	Number of workers	%
Simple worker	1410	24.45%
Salesperson	379	6.57%
Seamstress	325	5.64%
Waiter	226	3.92%
Vehicle body repairer	200	3.47%
Shoemaker	170	2.95%
Locksmith	167	2.90%
Auxiliary worker in production	163	2.83%
Joiner	158	2.74%
Truck driver	119	2.06%
Cook	112	1.94%
Welder	107	1.86%
Shoemaker - maker of upper parts of footwear	100	1.73%
Electronic mechanic - mechatronic - CNC operator	93	1.61%
Carpenter	82	1.42%
Freight vehicle driver	70	1.21%
Electrical engineer	70	1.21%
Bricklayer	62	1.08%
Electrical technician	56	0.97%
Reinforcement worker	55	0.95%
<b>Other occupations</b>	<b>1643</b>	<b>28.49%</b>
<b>Total</b>	<b>5767</b>	<b>100.00%</b>

Graph 3. The most sought-after occupations according to employers' projections for 2022

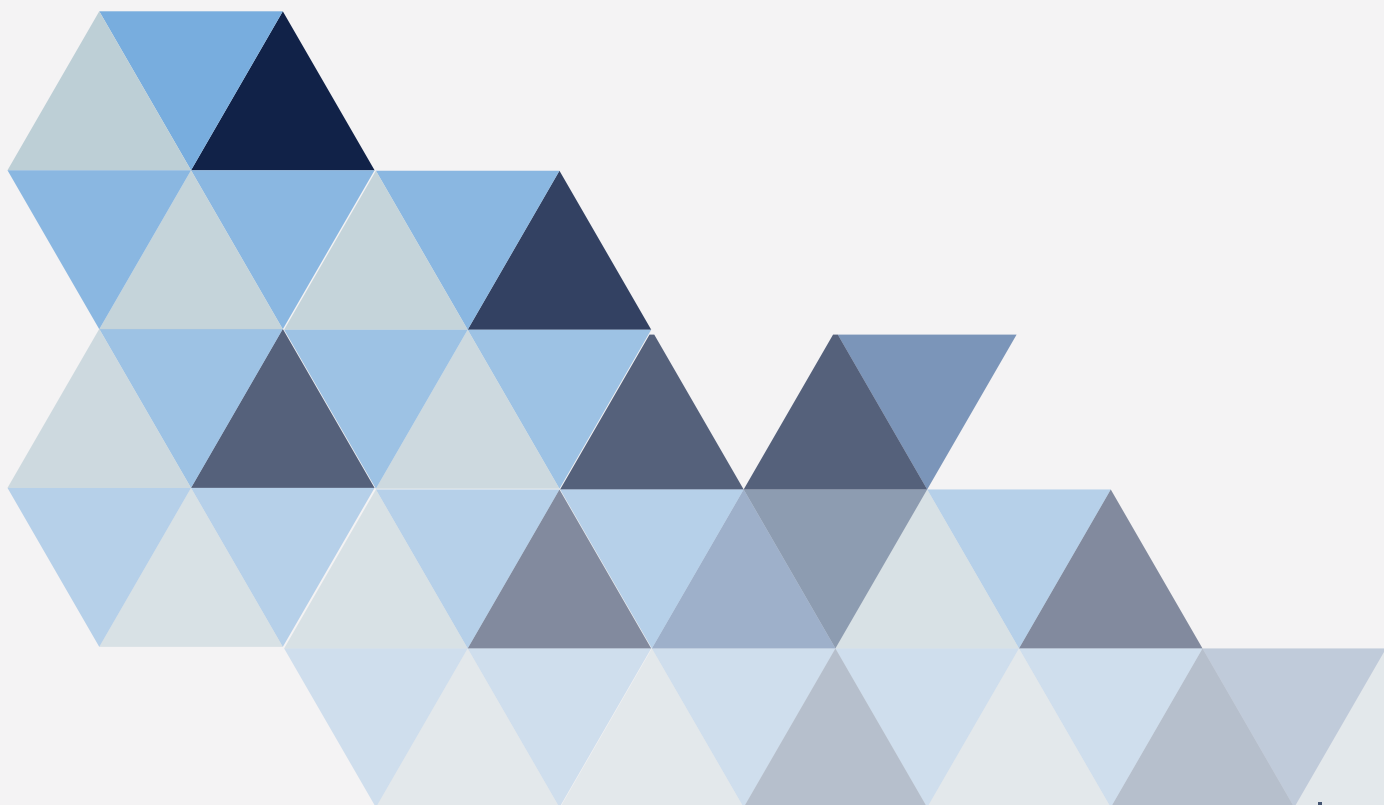
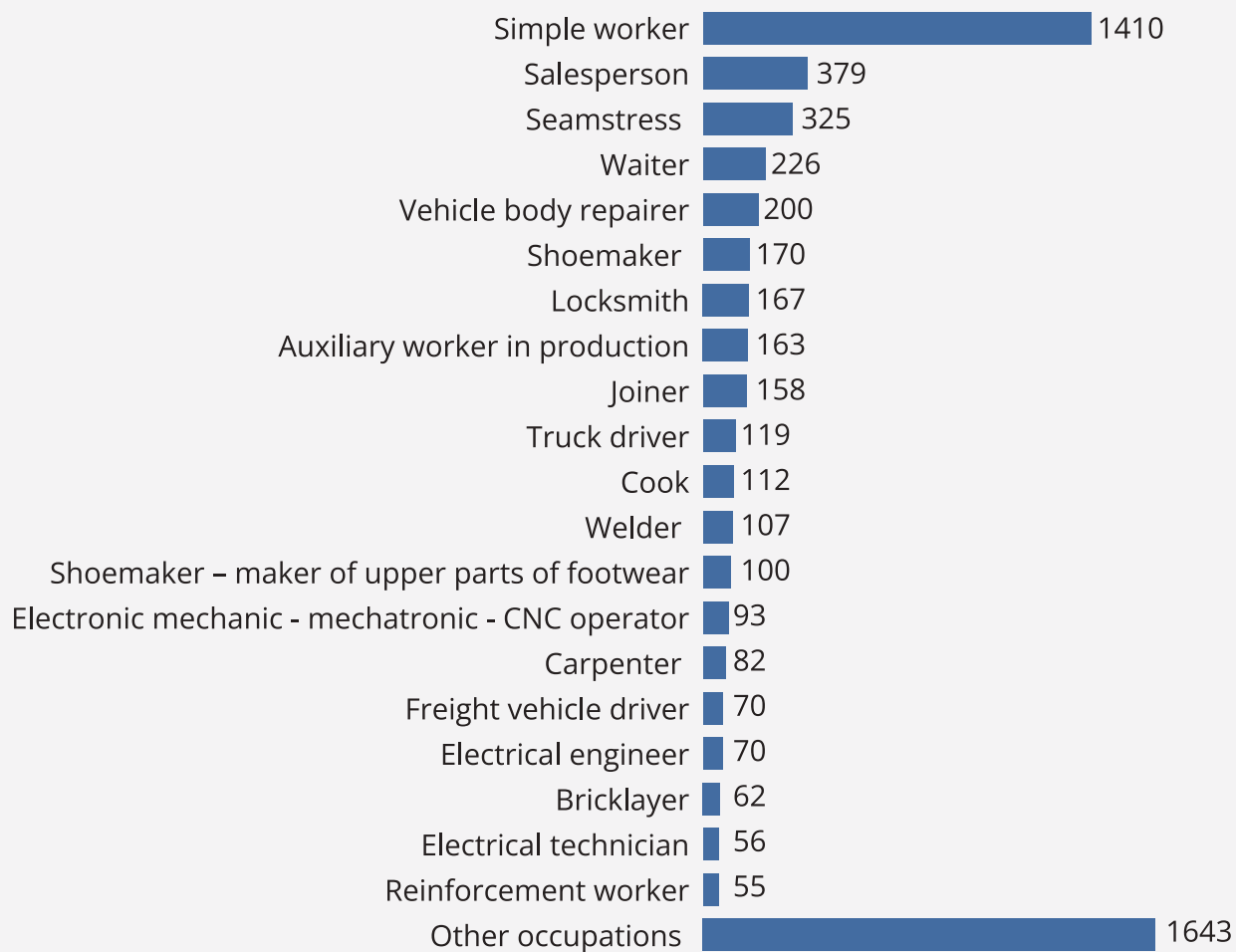


Table 4a. Ten most sought-after occupations for 2022, an overview by group of activities

<b>Occupation by activities</b>	<b>Number of workers</b>	<b>%</b>
<b>Construction</b>	<b>376</b>	<b>6.52%</b>
Carpenter	74	19.68%
Reinforcement worker	53	14.10%
Bricklayer	52	13.83%
Simple worker	26	6.91%
Heavy equipment operator	24	6.38%
Truck driver	15	3.99%
Locksmith	13	3.46%
Passenger car driver	10	2.66%
Welder	10	2.66%
Construction technician	9	2.39%
Electrician	9	2.39%
<b>Industrial activities</b>	<b>3774</b>	<b>65.44%</b>
Simple worker	1327	35.16%
Seamstress	321	8.51%
Vehicle body repairer	200	5.30%
Shoemaker	170	4.50%
Auxiliary worker in production	154	4.08%
Joiner	153	4.05%
Locksmith	144	3.82%
Shoemaker – maker of upper parts of footwear	100	2.65%
Welder	90	2.38%
Electronic mechanic - mechatronic - CNC operator	89	2.36%
<b>Trade</b>	<b>697</b>	<b>12.09%</b>
Salesperson	319	45.77%
Waiter	53	7.60%
Warehouse worker	31	4.45%
Freight vehicle driver	25	3.59%
Commercialist	24	3.44%
Master of pharmacy	23	3.30%
Pharmaceutical technician	18	2.58%
Economist	17	2.44%
Simple worker	14	2.01%
Auto mechanic	12	1.72%
<b>Service activities</b>	<b>920</b>	<b>15.95%</b>
Waiter	150	16.30%
Cook	93	10.11%
Electrical engineer	60	6.52%
Truck driver	52	5.65%
Simple worker	43	4.67%
Delivery worker	32	3.48%
Other (please specify)	31	3.37%
IT developer	30	3.26%
Economist	26	2.83%
Programmer	19	2.07%
Cleaner	16	1.74%
<b>Total</b>	<b>5767</b>	<b>100.00%</b>



# INTRODUCTION OF NEW TECHNOLOGIES IN THE WORK PROCESS

The economy of Republika Srpska needs a higher technological level of development in order to achieve greater competitiveness and efficiency in production, which leads to higher wages and prevention of workforce going abroad. The survey showed that only about 23% of employers plan to introduce new technologies or changes in the work process that will lead to the need for additional training and qualification of employees.

Table 5. An overview of the number of employers who plan to introduce new technologies into the work process

Branch	Yes	Percentage	No	Percentage	No response	Total
Banja Luka	104	21.0%	375	75.8%	16	495
Bijeljina	30	23.4%	97	75.8%	1	128
Doboj	38	23.3%	123	75.5%	2	163
Istočno Sarajevo	37	34.9%	69	65.1%	0	106
Prijedor	18	16.5%	91	83.5%	0	109
Trebinje	19	28.4%	48	71.6%	0	67
Zvornik	3	9.4%	29	90.6%	0	32
<b>Total</b>	<b>249</b>	<b>22.6%</b>	<b>832</b>	<b>75.6%</b>	<b>19</b>	<b>1100</b>

Observed by group of activities, 33.2% of employers from industrial activities plan to introduce new technologies or changes in the work process that will lead to the need for additional training and qualification of employees, while in other activities this percentage ranges from 15 to 20%.

Table 5a. An overview of the number of employers who plan to introduce new technologies in the work process, overview by group of activities

Group of activities	Yes	Percentage	No	Percentage	No response	Total
Construction	15	19.5%	61	79.2%	1	1.3%
Industrial activities	118	33.2%	234	65.9%	3	0.8%
Trade	47	15.1%	256	82.3%	8	2.6%
Service activities	69	19.3%	281	78.7%	7	2.0%
<b>Total</b>	<b>249</b>	<b>22.6%</b>	<b>832</b>	<b>75.6%</b>	<b>19</b>	<b>1.7%</b>

A large percentage of large companies expressed plans to introduce new technologies into work processes (40.7%), compared to small (20.3%) and medium (29.2%).

Table 5b. An overview of the number of employers who plan to introduce new technologies into the work process

Size	Yes	Percentage	No	Percentage	No response	Total
Small	188	20.3%	719	77.7%	18	1.9%
Medium	26	29.2%	63	70.8%		0.0%
Large	35	40.7%	50	58.1%	1	1.2%
<b>Total</b>	<b>249</b>	<b>22.6%</b>	<b>832</b>	<b>75.6%</b>	<b>19</b>	<b>1.7%</b>

When looking at the year of founding the company, a slightly higher percentage of younger companies plan to introduce new technologies into the work process (28.4%) compared to older ones (22.4%).

Table 5c. An overview of the number of employers who plan to introduce new technologies into the work process

Age of the company	Yes	Percentage	No	Percentage	No response	Total
Up to three years	19	28.4%	46	68.7%	2	3.0%
Over three years	219	22.4%	743	75.9%	17	1.7%
Missing information about the age of the company	11	20.4%	43	79.6%	0	0.0%
<b>Total</b>	<b>249</b>	<b>22.6%</b>	<b>832</b>	<b>75.6%</b>	<b>19</b>	<b>1.7%</b>

A black and white photograph of a man in a suit and glasses sitting in a chair, looking down at a smartphone. Another person is partially visible in the background. A large dark blue triangle with a red border is overlaid on the left side of the image, containing the title text.

# **INCREASE IN SALARIES FOR WORKERS IN 2022**

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# INCREASE IN SALARIES FOR WORKERS IN 2022

When it comes to salary increases for 2022, 65.3% of employers plan to increase salaries to workers, while 34.3% of employers do not plan to increase salaries, and 0.5% of employers did not answer this question. Observed by branches, the highest percentage of employers planning to increase salaries is in Doboj (78.5%), and the lowest in Zvornik (43.8%).

Table 6. An overview of employers who plan to increase salaries in 2022

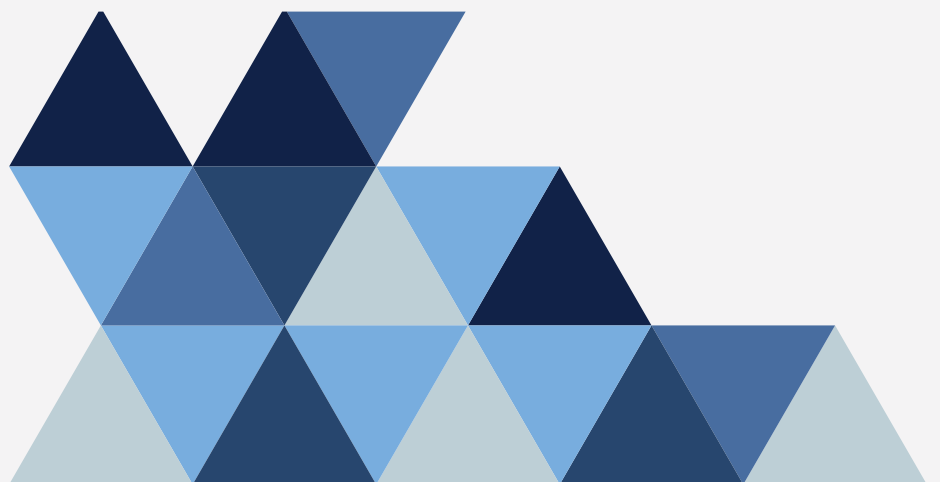
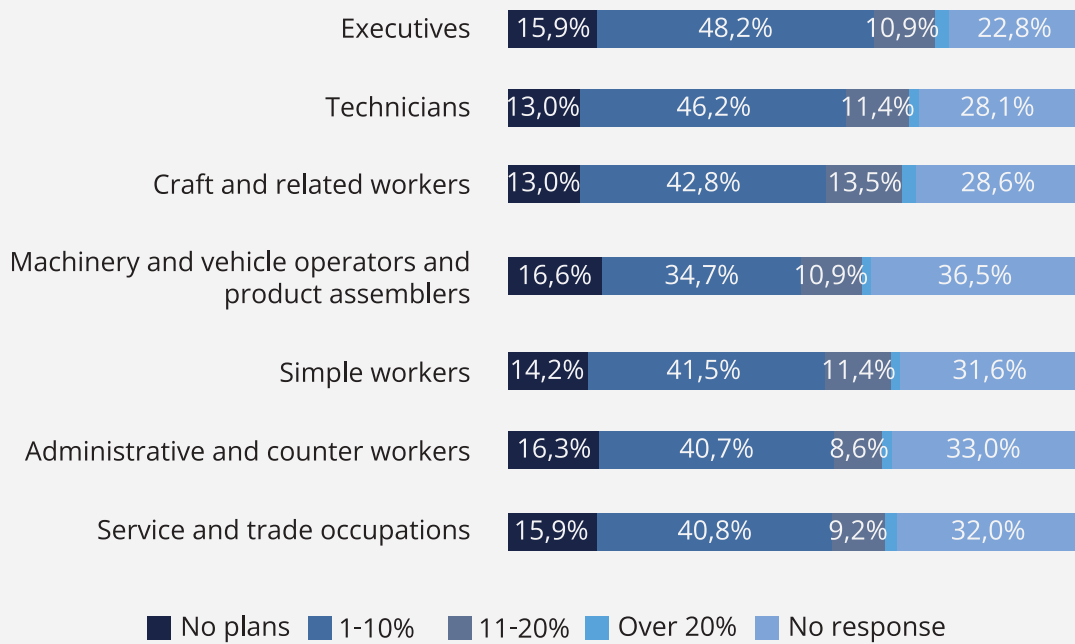
Do you plan to increase salaries on average in 2022?	Yes		No		No response		Total
	Number of employers	%	Number of employers	%	Number of employers	%	
Banja Luka	282	57.0%	211	42.6%	2	0.4%	495
Bijeljina	98	76.6%	29	22.7%	1	0.8%	128
Doboj	128	78.5%	34	20.9%	1	0.6%	163
Istočno Sarajevo	76	71.7%	30	28.3%	0	0.0%	106
Prijedor	72	66.1%	36	33.0%	1	0.9%	109
Trebinje	48	71.6%	19	28.4%	0	0.0%	67
Zvornik	14	43.8%	18	56.3%	0	0.0%	32
<b>Total</b>	<b>718</b>	<b>65.3%</b>	<b>377</b>	<b>34.3%</b>	<b>5</b>	<b>0.5%</b>	<b>1100</b>

Over 40% of employers plan to increase salaries by up to 10% for almost all occupational groups, an increase of 11-20% is planned by about 10% of employers for almost all occupational groups, and an increase in salaries over 20% by occupation is planned by less than 2% of employers on average.

Table 8. Percentage of employers planning to increase salaries in 2022, by percentage increase and occupation group

% of increase	Executives	Technicians	Craft and related workers	Machinery and vehicle operators and product assemblers	Simple workers	Administrative and counter workers	Service and trade occupations
I'm not planning to increase salaries	15,9%	13,0%	13,0%	16,6%	14,2%	16,3%	15,9%
1-10%	48,2%	46,2%	42,8%	34,7%	41,5%	40,7%	40,8%
11-20%	10,9%	11,4%	13,5%	10,9%	11,4%	8,6%	9,2%
Over 20%	2,2%	1,3%	2,2%	1,4%	1,3%	1,4%	2,1%
No response	22,8%	28,1%	28,6%	36,5%	31,6%	33,0%	32,0%

Graph 4: Percentage of employers planning to increase salaries in 2022, by percentage increase and occupation group



# EMPLOYMENT OF WORKERS WITH ADVANCED INFORMATION SKILLS

When asked if they plan to hire workers with advanced IT skills, 23.1% of employers said they plan to, while 75.1% of employers do not plan to hire workers with advanced IT skills.

Table 7. Employment of workers with advanced IT skills

Are you planning to hire workers with advanced IT skills?	Yes		No	
	Number of employers	%	Number of employers	%
Banja Luka	70	23.5%	218	73.2%
Bijeljina	27	30.3%	62	69.7%
Doboj	31	29.5%	74	70.5%
Istočno Sarajevo	9	13.8%	56	86.2%
Prijedor	9	14.5%	52	83.9%
Trebinje	8	22.2%	28	77.8%
Zvornik	2	10.0%	17	85.0%
<b>Total</b>	<b>156</b>	<b>23.1%</b>	<b>507</b>	<b>75.1%</b>

Graph 5. An overview of employers planning to hire workers with advanced IT skills

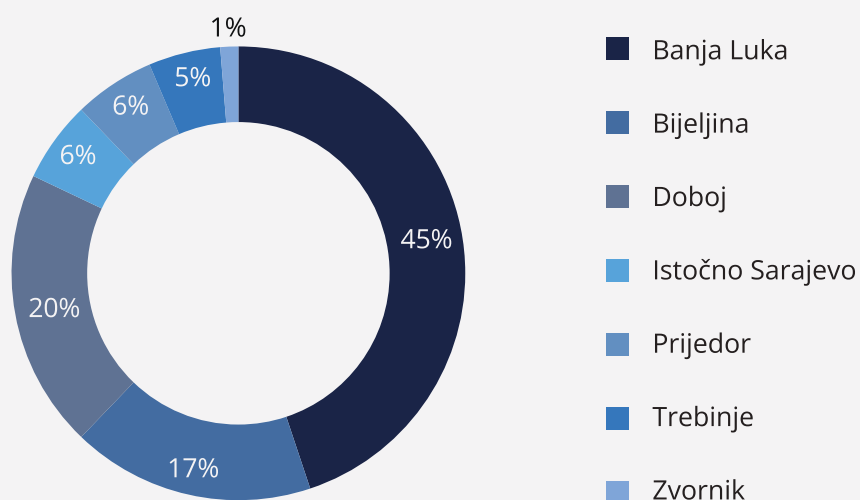
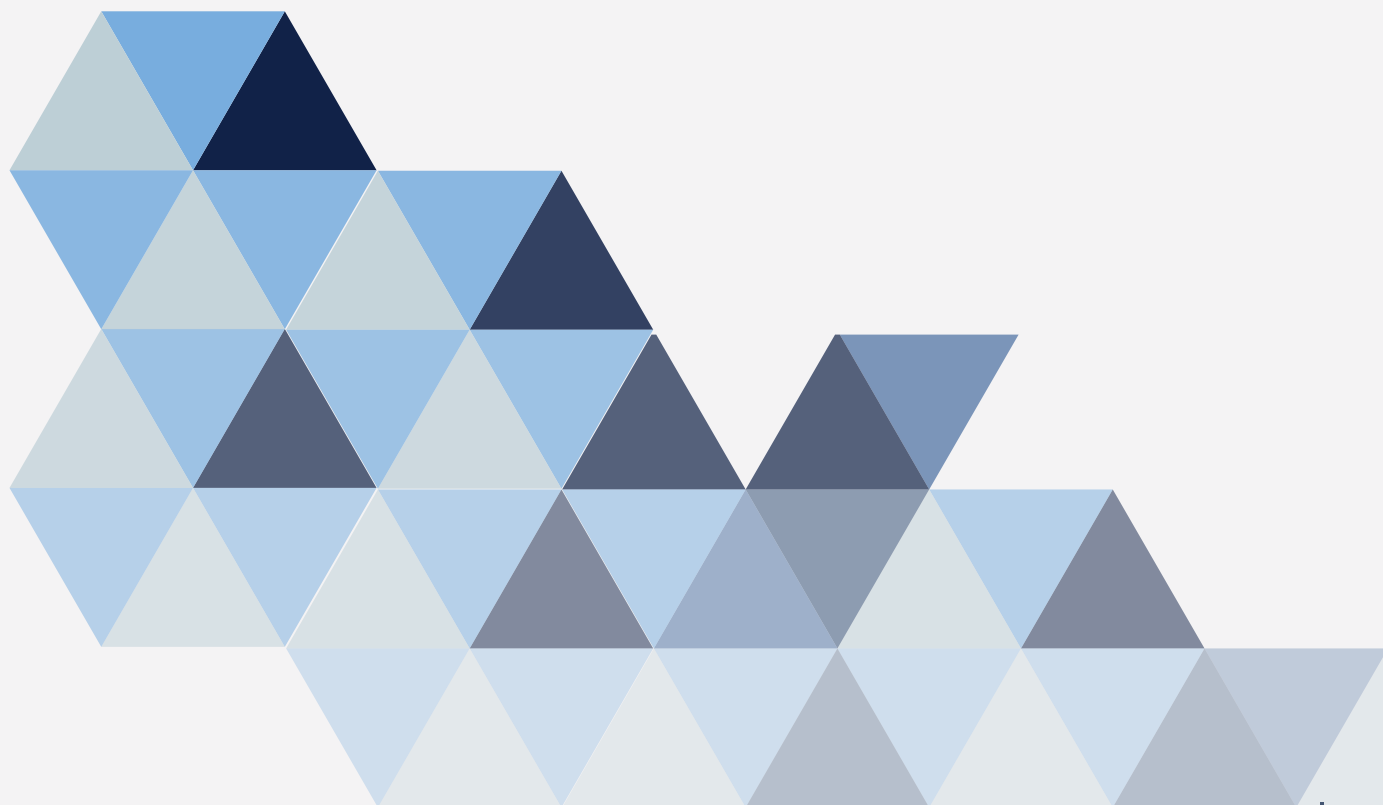


Table 7a. Employment of workers with advanced IT knowledge by group of activities

Are you planning to hire workers with advanced IT skills?	Number of employers	%
<b>Construction</b>	<b>57</b>	<b>8.4%</b>
Yes	9	15.8%
No	47	82.5%
No response	1	1.8%
<b>Industrial activities</b>	<b>257</b>	<b>38.1%</b>
Yes	55	21.4%
No	196	76.3%
No response	6	2.3%
<b>Trade</b>	<b>151</b>	<b>22.4%</b>
Yes	28	18.5%
No	120	79.5%
No response	3	2.0%
<b>Service activities</b>	<b>210</b>	<b>31.1%</b>
Yes	64	30.5%
No	144	68.6%
No response	2	1.0%
<b>Total</b>	<b>675</b>	<b>100.0%</b>



# EMPLOYMENT OF HARD-TO-EMPLOY CATEGORIES

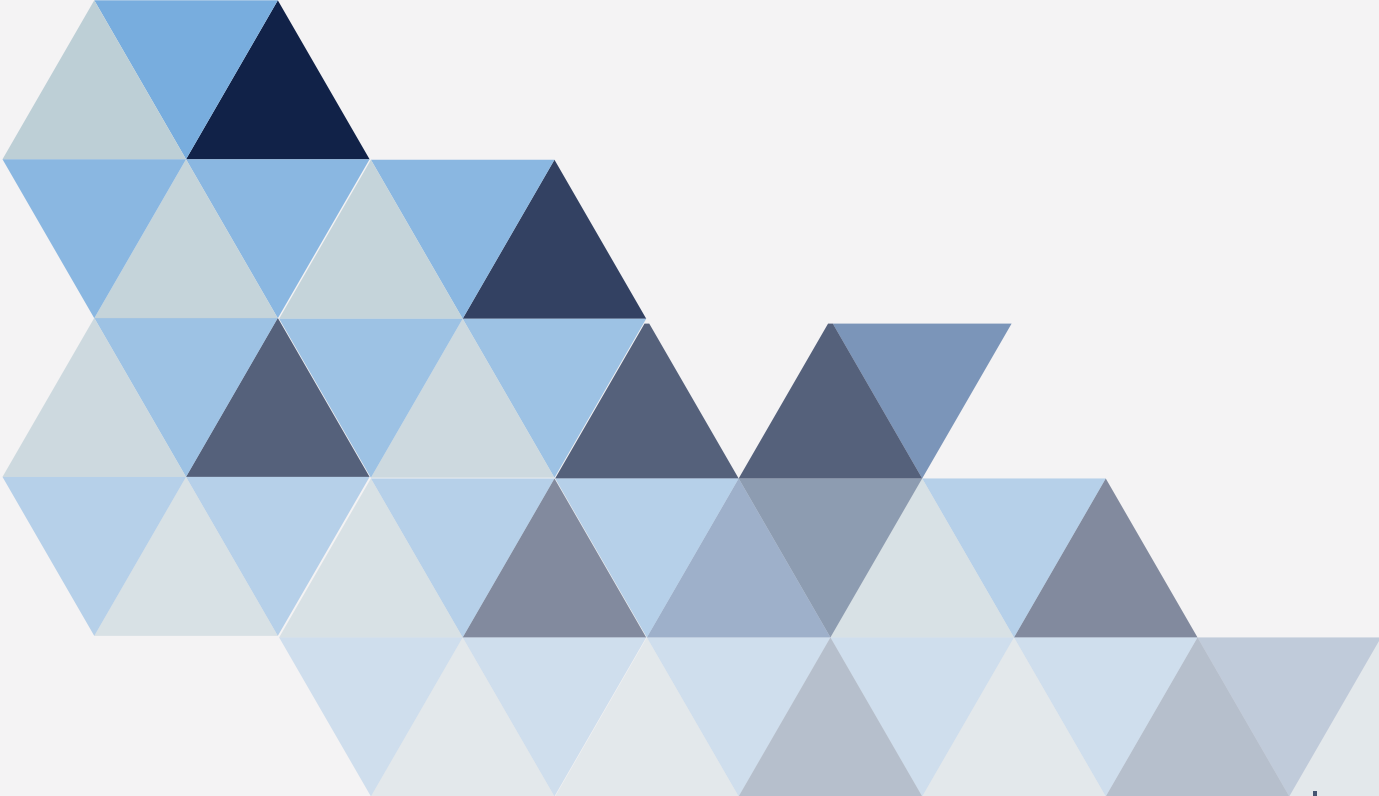
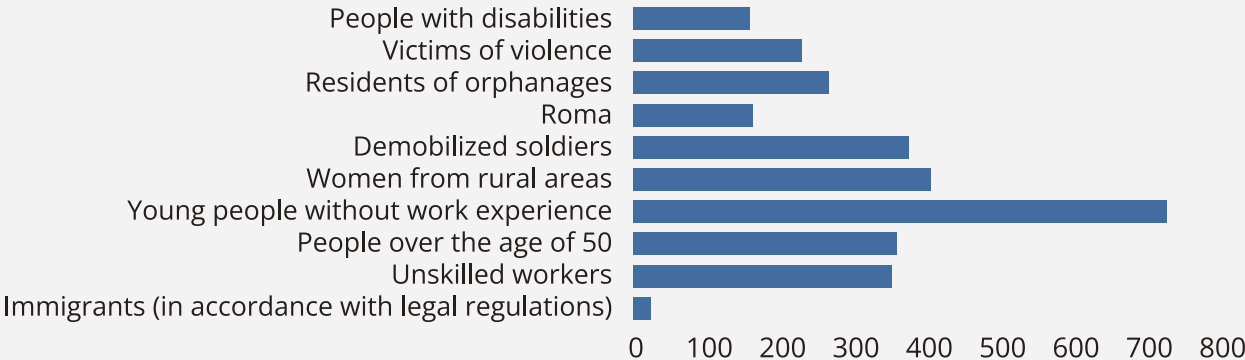
A total of 931 employers (84.6%) answered the question about the employment of some of the following categories of workers: people with disabilities, victims of violence, residents of orphanages, Roma, demobilized soldiers, women from rural areas, young people without work experience, people over the age of 50, unskilled workers, and migrants. A large number of employers who answered this question have the opportunity to employ younger people without work experience (78.2%), while all other categories were selected as possible employment categories for less than 50% of employers. Such data indicate the need to build conditions and greater flexibility with employers, so that hard-to-employ categories can find employment.

Table 8. Employment of hard-to-employ categories

Are you willing to hire some of the following vulnerable / hard-to-employ categories of workers	Number of employers willing to hire hard-to-employ categories	Number of responses	Percentage (in relation to the total number of responses)	Percentage (in relation to the total number of surveyed employers)
People with disabilities	159	931	17.1%	14.5%
Victims of violence	230	931	24.7%	20.9%
Residents of orphanages	266	931	28.6%	24.2%
Roma	163	931	17.5%	14.8%
Demobilized soldiers	375	931	40.3%	34.1%
Women from rural areas	406	931	43.6%	36.9%
Young people without work experience	728	931	78.2%	66.2%
People over the age of 50	359	931	38.6%	32.6%
Unskilled workers	352	931	37.8%	32.0%
Immigrants (in accordance with legal regulations)	24	931	2.6%	2.2%



Graph 6. Categories that employers are willing to hire



# REDUNDANCIES IN 2022



# REDUNDANCIES in 2022

Of the total number of employers who participated in the survey (1,100), 41 employers expect redundancies in 2022 (3.7%). 11 employers did not answer this question (1%), while 1,048 employers stated that they do not expect redundancies in 2022 (95.3%).

Table 9. Redundancies in 2022

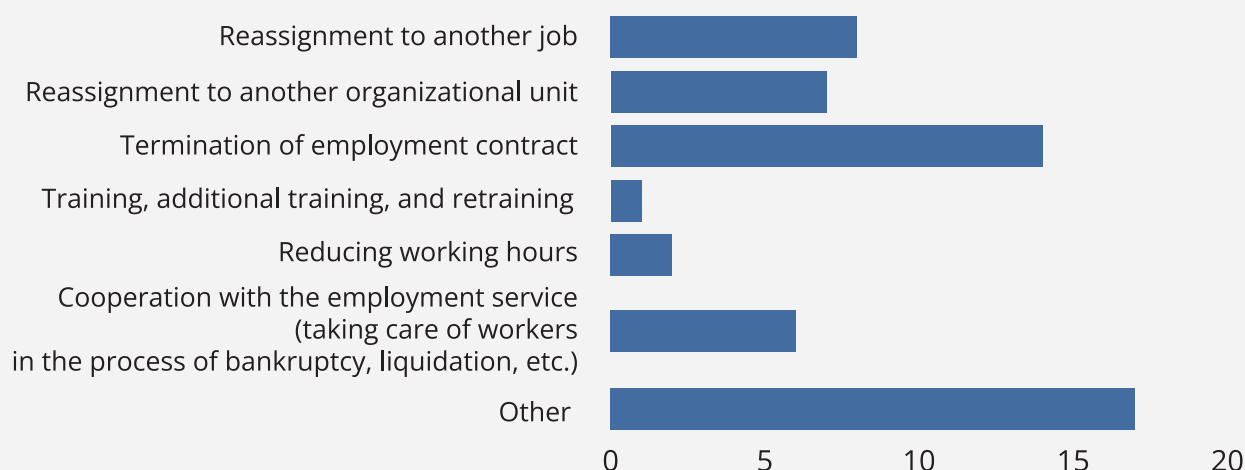
Branch	Do you expect to have redundancies in 2022?						Total
	No response		Yes		No		
	Number of employers	%	Number of employers	%	Number of employers	%	
Banja Luka	7	1.4%	16	3.2%	472	95.4%	495
Bijeljina	0	0.0%	7	5.5%	121	94.5%	128
Doboj	1	0.6%	4	2.5%	158	96.9%	163
Istočno Sarajevo	1	0.9%	3	2.8%	102	96.2%	106
Prijedor	2	1.8%	4	3.7%	103	94.5%	109
Trebinje	0	0.0%	7	10.4%	60	89.6%	67
Zvornik	0	0.0%		0.0%	32	100.0%	32
<b>Total</b>	<b>11</b>	<b>1.0%</b>	<b>41</b>	<b>3.7%</b>	<b>1048</b>	<b>95.3%</b>	<b>1100</b>

The most common ways to deal with redundancies are termination of employment contracts (34.1% of the total number of employers who stated that they expect redundancies), followed by a reassignment to another job (19.5%), a reassignment to another organizational unit (17.1%), and cooperation with the employment service - taking care of workers in the bankruptcy process (14.6%).

Table 9a. Ways to deal with redundancies

If you will have redundancies in 2022, how do you plan to deal with the surplus of employees?	Number of employers	Percentage (in relation to the total number of employers who will have to terminate the employment contract)
Reassignment to another job	8	19.5%
Reassignment to another organizational unit	7	17.1%
Termination of employment contract	14	34.1%
Training, additional training, and retraining	1	2.4%
Reducing working hours	2	4.9%
Cooperation with the employment service (taking care of workers in the process of bankruptcy, liquidation, etc.)	6	14.6%
Other	17	41.5%

Graph 7. Ways to deal with redundancies



Of the total number of employers who stated that they expect redundancy (14), the two main reasons are the reduction in business volume (64.3%) and changes in business organization (28.6%).

Table 9b. Reasons why employers expect redundancies in 2022

Reasons for termination of employment contract?	Reducing the volume of business	Changes in business organization	Other	Other
Number of employers	9	4	2	0
Percentage *	64.3%	28.6%	14.3%	0.0%

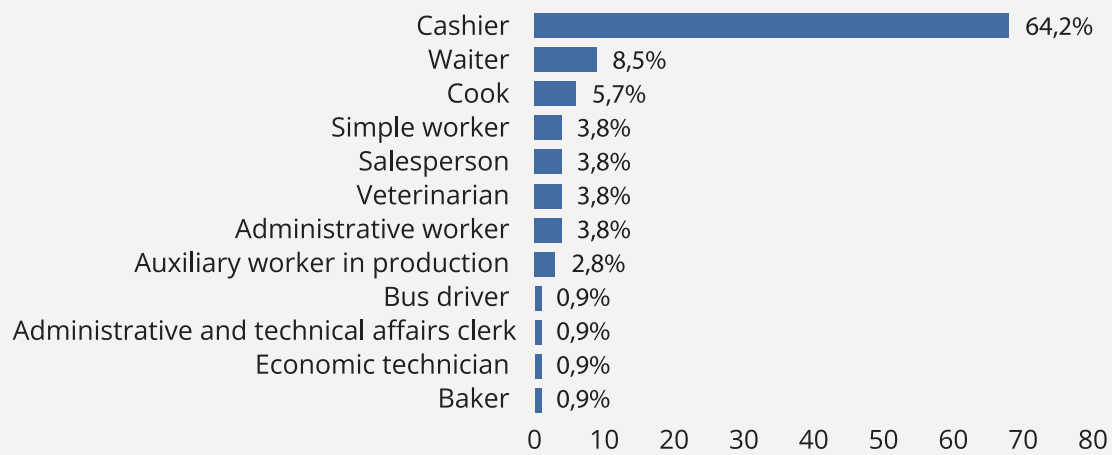
(\* in relation to the total number of employers who will have to terminate the employment contract)

According to employers who expect to have redundancies in 2022 (14), the following five occupations will be most affected: cashier, waiter, cook, simple worker, salesperson, veterinarian.

Table 9c. Occupations that will lose their jobs in 2022 due to redundancies

Occupation	Number of persons	%
Cashier	68	64.2%
Waiter	9	8.5%
Cook	6	5.7%
Simple worker	4	3.8%
Salesperson	4	3.8%
Veterinarian	4	3.8%
Administrative worker	4	3.8%
Auxiliary worker in production	3	2.8%
Bus driver	1	0.9%
Administrative and technical affairs clerk	1	0.9%
Economic technician	1	0.9%
Baker	1	0.9%
<b>Total</b>	<b>106</b>	<b>100.0%</b>

Graph 8. Occupations that will be redundant in 2022



# MAIN CONCLUSIONS

- Of the total number of employers who participated in the survey (1100), 676 plan to hire new workers in 2022 (61.5%).
- The structure of occupations in demand is still dominated by occupations with a lower level of education, namely skilled and highly skilled (48.4%), unskilled (19.33) and secondary education (16.39%). These are most often simple workers (24.5%), salespersons (6.6%), seamstresses (5.6%), waiters (3.9%), vehicle body repairers (3.5%) and similar occupations. which require lower levels of education.
- The following 10 occupations will be most in demand in 2022: simple workers, salesperson, seamstress, waiter, vehicle body repairer, shoemaker, locksmith, auxiliary worker in production, joiner, truck driver, cook.
- The most common reason for employment is actually the expected increase in business volume (50.8%), and employers generally need to conduct training for specific jobs that would be conducted in the workplace (79.5% of employers).
- About 23% of employers plan to introduce new technologies or changes in the work process that will lead to the need for additional training and education of employees.
- 65.3% of employers plan to increase salaries for workers, while 34.3% of employers do not plan to increase salaries, and 0.5% of employers did not answer this question.
- 23.1% of employers stated that they plan to hire workers with advanced IT skills, while 75.1% of employers do not plan to hire workers with advanced IT skills.
- Of the total number of employers who participated in the survey (1,100), 41 employers expect redundancies in 2022 (3.7%).
- Of the total number of employers who stated that they expect redundancies (14), they stated that the two main reasons are the decrease in business volume (64.3%) and changes in business organization (28.6%).
- The most common way to deal with redundancies is to terminate employment contracts (34.1% of the total number of employers who stated that they expect redundancies).
- The next five occupations will be most affected by redundancies in 2022: cashier, waiter, cook, simple workers, salesperson, veterinarian.
- A large number of employers state that they have the opportunity to employ young people without work experience (78.2%), while all other categories were selected as possible employment categories for less than 50% of employers (persons with disabilities, victims of violence, orphans, Roma, demobilized soldiers, women from rural areas, people over the age of 50, unskilled workers and migrants).

## RECOMMENDATIONS

- For the purpose of preparing the training catalogue for 2022, it is necessary to compare the occupations in demand with the occupations on the register, and within active measures in cooperation with employers and educational institutions organize trainings for the needs of the labour market or a well-known employer.
- Increase efforts to raise the possibility of connecting educational institutions with companies planning employment in order to better prepare the unemployed and later integrate them into the world of work.
- Based on the expressed needs of employers in this research (both in terms of demand for workers of certain occupations and in terms of required knowledge and skills) employment services should initiate more intensive contact with employers in order to promote and effectively mediate employment of workers with occupations for which employers have expressed a need for. Adjust the measures of active employment policy in accordance with the expressed needs, especially the measure focused on on-the-job training in situations when there are no workers with the required occupation on the register of unemployed persons.
- Given the importance of salaries for a significant number of workers, motivate employers through programs and incentives to continuously improve working conditions, including salaries.
- It is necessary to consider a number of measures that will affect the demand side (salary subsidies, reductions in non-salary labour costs and support for part-time work), but also the supply side (measures used to improve labour adaptability - on-the-job and classroom training, usually with effects on medium- and long-term job prospects). Emphasis should be placed on creating jobs, but also on providing support to all companies, regardless of size.
- It is necessary to promote social responsibility among employers as well as working conditions, so that hard-to-employ categories can find employment. This especially refers to the creation of additional employment programs for the mentioned categories.
- It is necessary to implement measures to co-finance employment and training (in order to prevent long-term unemployment, preserve and improve the working abilities of unemployed persons). Also, it is necessary to consider the implementation of a measure that would include beneficiaries of cash benefits at an early stage for their faster return to the labour market, and continue with support through co-financing of self-employment and on-the-job training for specific jobs in accordance with employers' needs.

