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Tuzlanskog kantona**

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FEDERATION OF BIH LABOUR MARKET RESEARCH 2021/2022

- THEMATIC REPORT -

LABOR MARKET RESEARCH IN TUZLA CANTON



Funded by
the European Union

**IMPROVING LABOUR
MARKET RESEARCH**

Title of the report: 2021/2022 FEDERATION OF BIH LABOUR MARKET RESEARCH
THEMATIC REPORT: LABOUR MARKET RESEARCH IN TUZLA
CANTON

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Publication: **150 copies**

This report was prepared for the needs of the Public Institution "Employment Service of Tuzla Canton", Tuzla, with the technical support of the project "Improvement of labor market research", funded by the European Union and implemented by a consortium NIRAS IC Sp zoo, GOPA Worldwide Consultants, GOPA mbH Germany and Employment Institute of the French Republic.

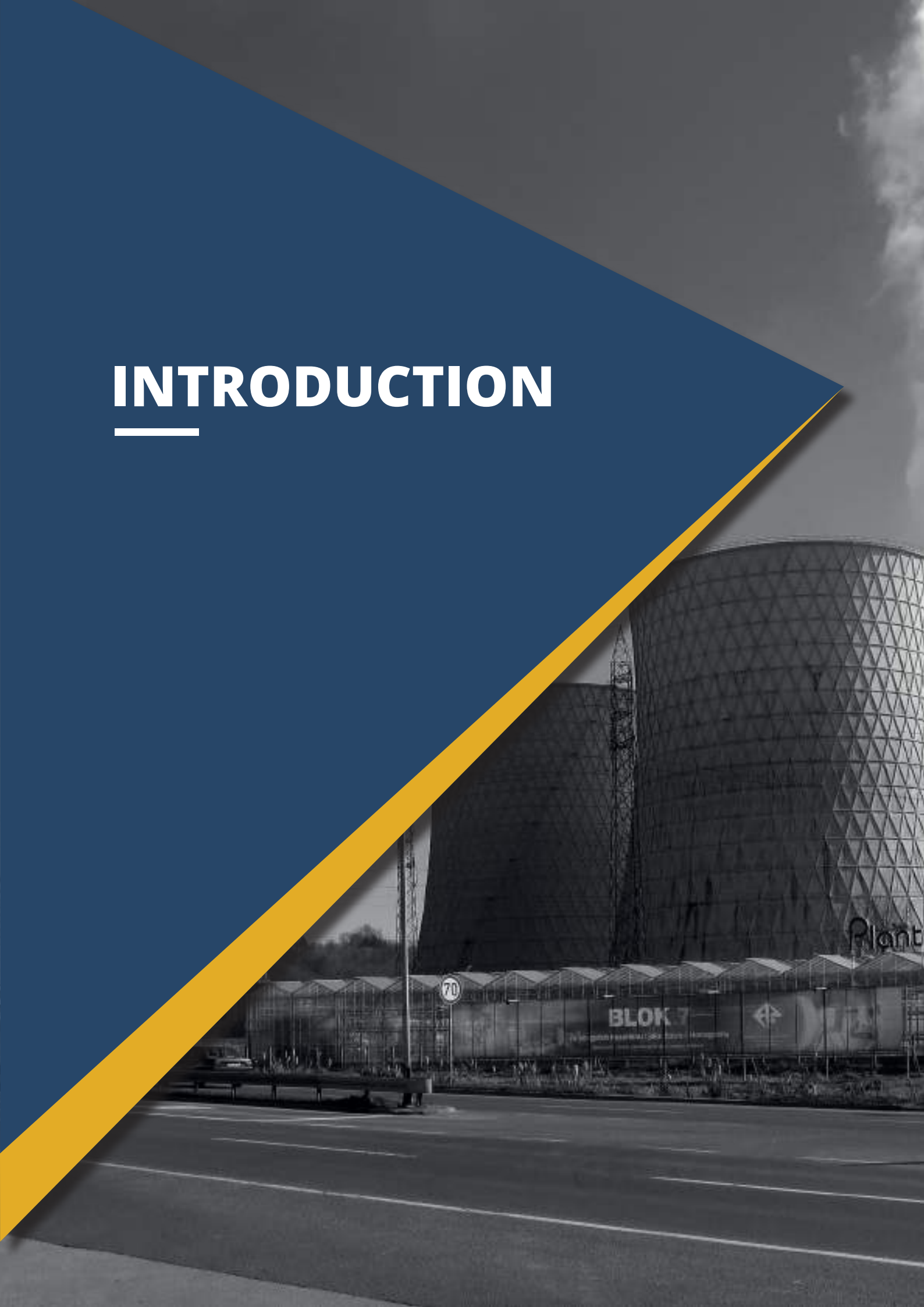
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INTRODUCTION



Introduction

According to the number of inhabitants, Tuzla Canton is the most populous canton in the Federation of Bosnia and Herzegovina and occupies 10.17% of the area of the Federation of BiH and 5.18% of the area of Bosnia and Herzegovina. Tuzla Canton, according to the latest data has about 445,000 inhabitants, which is about 20% of the population of FBiH. According to the latest data, the population density in Tuzla Canton is 165.7 dwellings/km² and according to that data, Tuzla Canton belongs to the category of densely populated cantons. The population density in Tuzla Canton is significantly higher than the average population in the Federation of BiH, which is 83.9 dwellings/km². The most densely populated area in the Canton is the city of Tuzla with 373.0 inhabitants/km². The number of business entities in Tuzla Canton is about 27,000, which is about 18% of business entities in FBiH.

In accordance with the facts about the size and development of the canton, the number of inhabitants and the number of business entities, such research is a very important segment for the growth and development of the labor market. It is especially important, from the point of view of discovering and understanding the problems that accompany employers in their business, and opening opportunities for cooperation improvement between the Public institution employment service (PI ES) Tuzla Canton, Tuzla, employers and the labor market in general.

The labor market, defined as the dynamics of supply and demand of job seekers and those who employ, in recent years, is going through major challenges and changes. The outbreak of COVID-19 has greatly contributed to the destabilization of the already unstable labor market in BiH. Insecurity and variability are two basic characteristics of the labor market, both in our country and around the world. Phenomena such as digitalization and automation, the global economy, and

the development of new information and communication technologies greatly affect the development and changes in the labor market. Accordingly, the conducted labor market research is a way of identifying development trends and a very important segment of the analytical approach to reducing the unemployment rate, which is the basic function of labor market research.

Labor market research in Tuzla Canton is a legal¹ and program² obligation that is carried out every year as a joint activity of the Federal Employment Agency and cantonal employment services throughout the Federation. This year, the research was conducted as well in the Republic of Srpska and Brčko District of BiH, according to the same methodology, and as such represents an important synergy segment for obtaining quantitative and qualitative data necessary to provide adequate information on labor market movements throughout BiH.

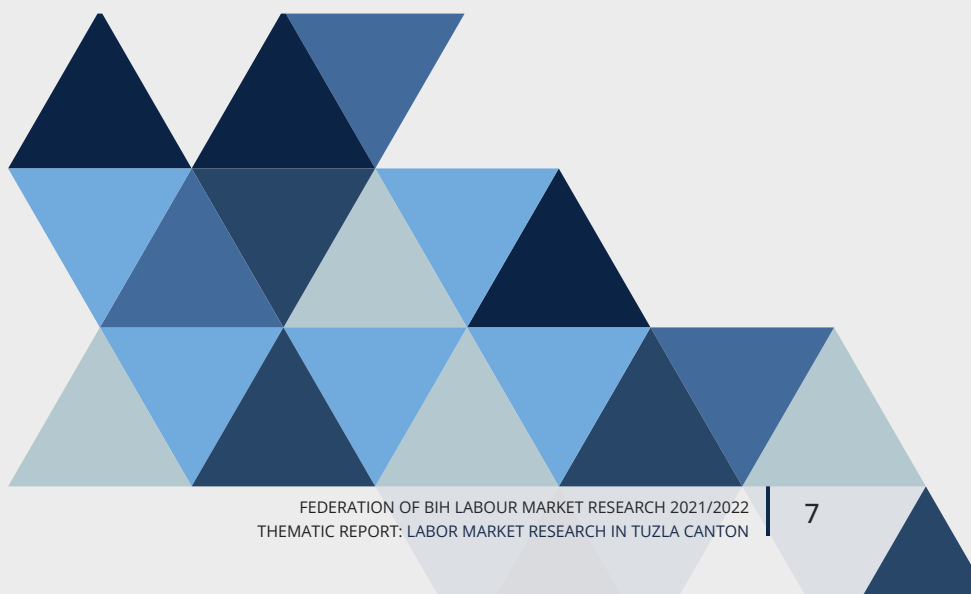
The aim of this research is to investigate, analyze and explain the situation on the labor market in Tuzla Canton. Labor market research will be helpful in identifying and monitoring trends in employers' needs for labor force, and planning the activities of the Service in working with the unemployed, as well as planning active measures. Due to the relevance of the sample and the precisely conducted research methodology, the data from this research can be used by all those for whom the labor market of Tuzla Canton is the focus of activities from the social, economic and scientific aspects.


The primary users of this research should be policy makers who can extract the most important indicators of the labor market situation from these data in order to contribute the labor market situation improvement by measures that will target one of the key areas.

1 Article 8, paragraph 6 of the Law on Mediation and Social Security of Unemployed Persons of the Federation of BiH (Official Gazette of the FBiH, No. 55/00, 41/01, 22/05, 9/08)

2 Work program of the Public Institution of the Employment Service of Tuzla Canton for 2022

The report consists of two thematic units. The first part refers to the basic indicators of the situation and trends in the labor market in Tuzla Canton in 2020 and 2021 based on administrative data sources. The second part refers to the survey of employers' needs, including forecasts of labor market trends in 2022. This approach enables an overview of general trends in employment and unemployment as well as various aspects of matching supply and demand based on the attitudes of employers and their assessment of labor market developments in 2022.





SITUATION ON THE LABOR MARKET IN TUZLA CANTON IN 2021

REGISTERED EMPLOYMENT IN TUZLA CANTON IN 2021

Registered employment in Tuzla Canton in 2021

The Tuzla Canton labor market is still suffering the consequences of post-war structural changes when there has been a drastic decline in employment in state-owned enterprises. The processes of privatization and restructuring of companies on the one hand, and the emergence of new businesses, on the other hand, were too slow to absorb the “surplus” of labor force that arose from the closure of industrial activities. Considering the entire post-war period, a low growth of employed and a high growth of unemployed persons in the Tuzla Canton is noticeable. This part of the report reviews the labor market in Tuzla Canton, through the analysis of employment using available statistics and unemployment based on the records of the unemployed in the PI ES of Tuzla Canton, and other relevant sources for this topic.

When we look at employment in Tuzla Canton in 2021, a slight increase in the number of employees compared to 2020 can be seen. According to the Federal Bureau of Statistics 1,726 more people were employed in 2021 compared to 2020, which is an increase of 1.41%. In terms of women’s employment, this index is higher and amounts to 3.27%, respectively 1,207 more women were employed compared to the previous year. The percentage of women’s participation in the total number of employees is 38.17% in 2021 and is higher than in the previous year when it was 37.62%.

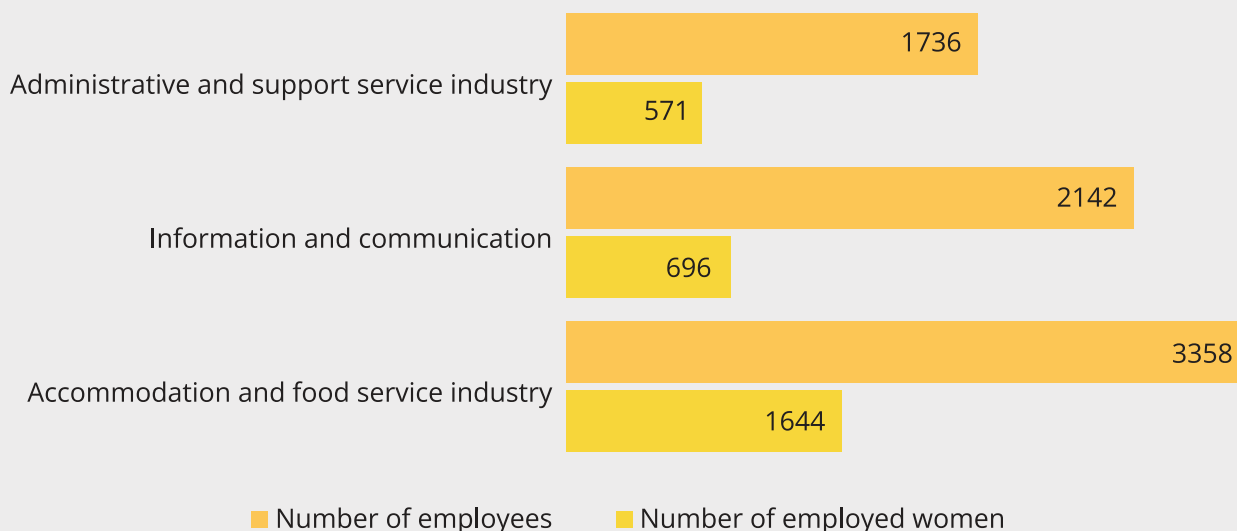
Table 1. Number of employees in Tuzla Canton in 2021 and 2020 by economic branches¹

Areas of activity	Employees 2021	Female 2021	Employees 2020	Female 2020	Indeks (1/3)	Indeks (2/4)
0	1	2	3	4	5	6
A - Agriculture, forestry and fishery	1.520	240	1.507	225	100,86	106,66
B - Mining and quarrying	6.515	515	6.535	449	99,69	114,69
C - Manufacturing industry	23.949	8.031	23.474	7.834	102,02	102,51
D - Production and supply of electricity, gas, steam and air conditioning	1.495	226	1.523	232	98,16	97,41
E - Water supply, wastewater disposal, waste management and remediation activities	1.440	193	1.424	197	101,12	97,96
F - Construction	6.369	514	6.351	526	100,28	97,71
G - Wholesale and retail trade; repair of motor vehicles and motorcycles	17.871	8.628	17.661	8.403	101,18	102,67

¹ [Labor market \(employment, wages and labor costs\) - Federal Bureau of Statistics \(www.fzs.ba\)](http://www.fzs.ba)

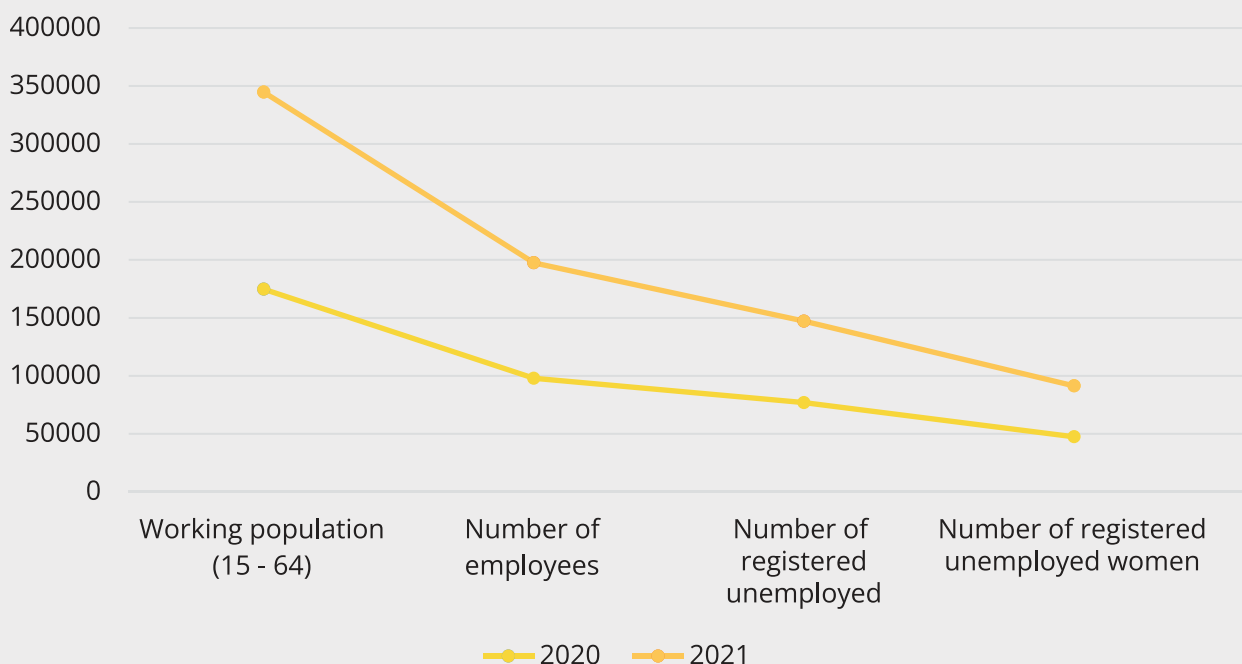
H - Transport and storage	5.605	623	5.502	613	101,87	101,63
I - Accommodation and food service activities (hotels and catering)	3.358	1.644	3.158	1.500	106,33	109,6
J - Information and communication	2.142	696	1.908	612	112,26	113,72
K - Financial and insurance activities	1.643	1.016	1.640	1.002	100,18	101,39
L - Real estate activities	179	76	190	79	94,21	96,2
M - Professional, scientific and technical activities	2.035	866	2.147	909	94,78	95,26
N - Administrative and support service activities	1.736	571	1.563	479	113,02	119,20
O - Public administration and defense; compulsory social security	5.395	2.181	5.431	2.168	99,33	100,59
P - Education	8.002	5.207	7.912	5.082	101,13	102,45
Q - Health and social work activities	7.141	4.840	6.830	4.628	104,55	104,58
R - Arts, entertainment and recreation	1.532	1.016	1.497	983	102,33	103,35
S - Other service activities	1.662	938	1.610	893	103,22	105,03
TOTAL	99.589	38.021	97.863	36.814	101,76	103,27

An increase in the number of employees was recorded in the industry N - administrative and support service industry with a growth rate of 13.02%, and with the participation of women this rate is higher and amounts to 19.2%. Based on the above, it can be concluded that, after the COVID-19 pandemic, the need for administrative and service services was expressed, and that women expressed greater interest in working in this industry, compared to the previous year. In second place is industry J - Information and communication with a growth rate of 12.26%, followed by the activity of providing accommodation and food preparation and serving with 6.33%. In total, the share of women in relation to the total number of employees in all activities is 38.17%. It is noticeable that the number of employed women in activity B - mining and quarrying, increased by 14.69%, which indicates changes in women's interests in the so-called "male occupations".



Graph 1 - Employment growth by industry

According to the data of the Tax Administration, as of December 31, 2021, an increase in the employed population was observed in the Tuzla Canton compared to December 31, 2020. Compared to 2020, the number of employed persons increased by 1.76%, and the number of registered unemployed persons in the records of the Service decreased by 8.56% (women by 7.34%). Considering the still present epidemiological situation in 2021, even a decrease in the number of registered unemployed persons was observed. Another interesting fact obtained from the survey is that in addition to the epidemiological situation, there was no reduction in the volume of business, nor major changes in the financial indicators of surveyed employers compared to last year.



Graph 2 - Active population of Tuzla Canton (2020 - 2021)

The research conducted, which is explained below, provides clear indicators of certain anomalies in the labor market in terms of labor supply and demand. On the one hand, there is a demand for certain occupations by employers, while on the other hand we have registered unemployed persons with required education but who can not meet the demands of the workplace, because in addition to formal education they do not have the required knowledge and skills. Thus, there is a phenomenon in the research that certain occupations are at the same time the most numerous in the records, but also deficient in terms of demand.

As a one of the big issues mentioned is is the outflow of labor from Tuzla Canton in search of better working conditions, which contributes to the great destabilization of relations in the labor market.

One in a series of problems is the demographic indicator of reduced natural population growth in Tuzla Canton, where the vital index is 65.¹

The observed problems in the labor market in Tuzla Canton depend on several actors and need to be addressed synergistically, through continuous and planned cooperation of relevant ministries, chambers of commerce, employers' associations, craftsmen, municipal / city services and other relevant institutions. Through strengthening active employment policy measures (training, self-employment, employment of hard-to-employ categories), increase the competence and employability of unemployed persons, and continuously work on connecting educational institutions and employers in order to organize practical teaching.

1 Demographic and statistical data-2020 - Federal Bureau of Statistics (fzs.ba)



SITUATION ON THE LABOR MARKET IN TUZLA CANTON IN 2021

**REGISTERED
UNEMPLOYMENT**

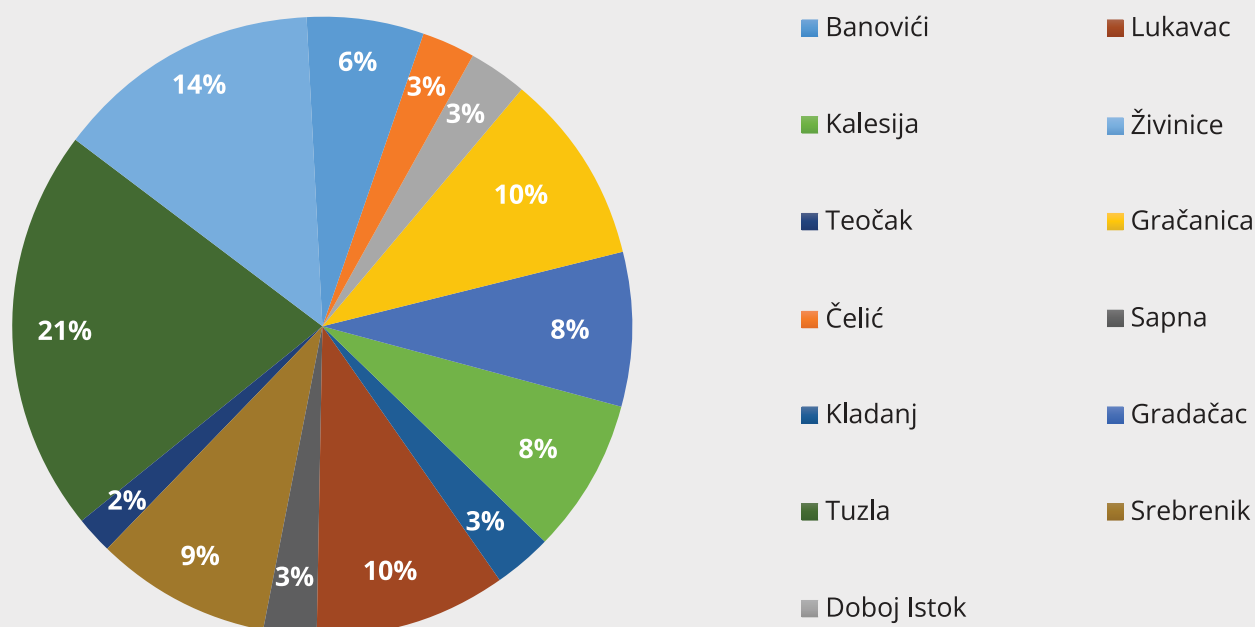


Registered unemployment

At the end of **2021, 70,301 unemployed persons** were registered in the Tuzla Canton, which is 6,577 persons or 8.56% less than the number registered at the end of 2020 (76,878). Out of the total number of unemployed persons, registered were 43,914 woman, ie 62.46%.

Out of the total number of 70,301 registered unemployed persons:

- 21,518 are persons seeking employment for the first time and have no work experience, ie 30.6% (15,859 are women or 73.68%),
- 9,162 were demobilized soldiers or 13.03%,
- 564 war invalids or 0.80%,
- 812 family members of killed soldiers or 1.15%,
- 669 other disabled persons or 0.95%,
- 32,725 are persons who do not belong to any of the above mentioned categories, ie 46.55%.

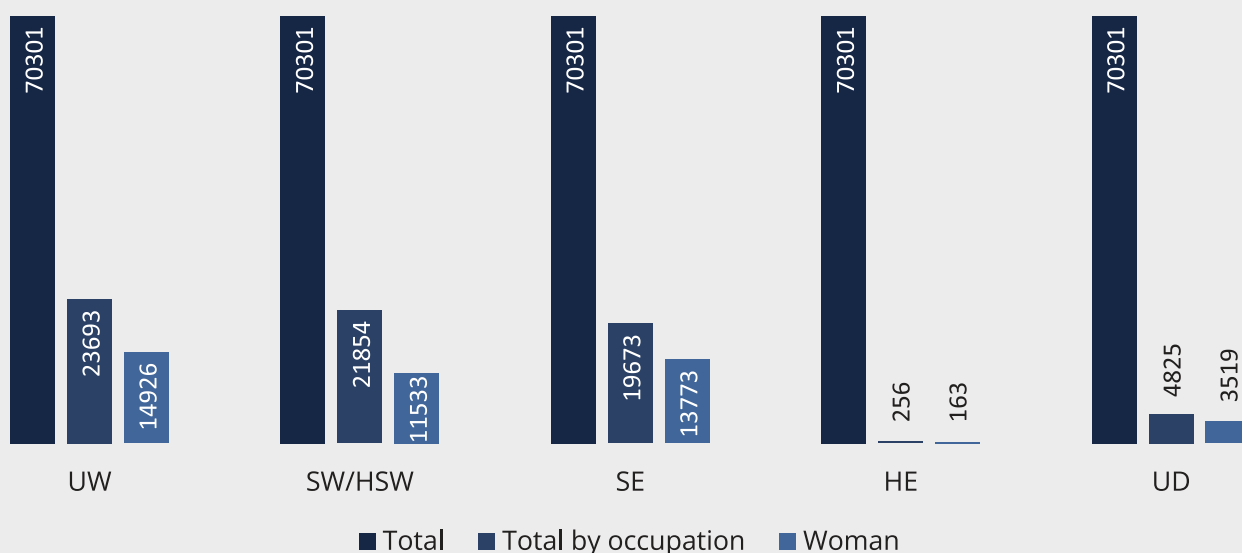


Graph 3 - Unemployment by municipalities in Tuzla Canton

The qualification structure of registered unemployed persons at the end of 2021 is as follows:

- 23,693 or 33.7% of unqualified persons with completed eight years of school, semi-qualified and persons with lower education,
- 21,854 or 31.08% of persons with completed skilled / highly skilled occupations(SW/ HSW)
- 19,673 or 27.98% of persons with completed secondary education,
- 256 or 0.36 persons with completed higher education,
- 4,825 or 6.86 persons with a university degree.

The qualification structure of registered unemployed persons did not change significantly compared to previous years. The share of unskilled labor force is still more than 30% of the unemployed in the register of unemployed in Tuzla Canton.

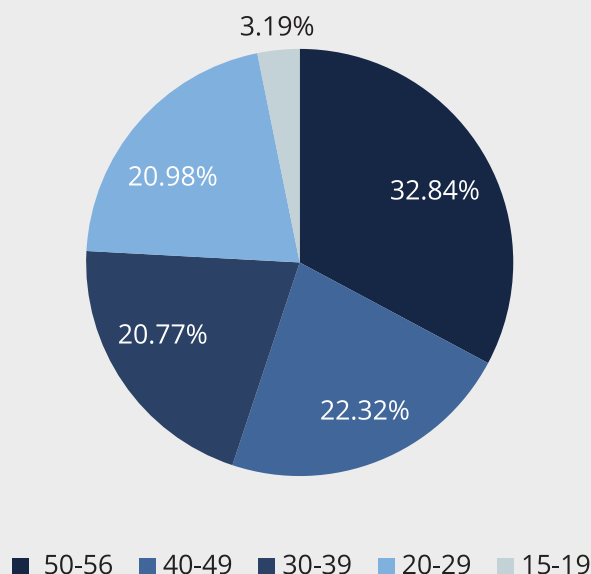


Graph 4 - Qualification structure of registered unemployed persons in Tuzla Canton

The age structure of registered unemployed persons in 2021 is as follows:

- 23,008 or 32,84% persons age from 50 to 65,
- 15,693 or 22,32% persons age from 40 to 49,
- 14,603 or 20,77% persons age from 30 to 39,
- 14,754 or 20,98% persons age from 20 to 29,
- 2,243 or 3,19% persons age from 15 to 19.

According to the age structure, the number of registered unemployed persons in the Tuzla Canton consists of a large part of middle-aged and elderly people. Persons over 40 years of age make up more than 55% of registered unemployed persons in the Tuzla Canton. A high percentage of young people under 30 (20.98%) is also noticeable.



Graph 5 - Age structure of registered unemployed persons in the area of Tuzla Canton

The structure of unemployed persons in the Tuzla Canton in 2021 by the length of waiting for employment is as follows:

- 28,688 or 40.8% of persons have been waiting for employment for more than 8 years,
- 14,548 or 20.69% of persons are waiting for employment for up to 1 year,
- 7,585 or 10.78% of persons are waiting for employment for up to 2 years,
- 7,176 or 10.20% of persons are waiting for employment for up to 5 years,
- 6,783 or 9.29% of persons are waiting for employment up to 8 years,
- 5,523 or 7.85% of persons are waiting for employment for up to 3 years.

If we look at the structure of the unemployed according to the length of waiting, the most numerous are people who have long-term unemployment over 8 years, and the newly registered people who have been waiting for a job for up to 1 year. The percentage of over 40% of people with long-term unemployment indicates a very large number of people with difficulties in finding employment in the Tuzla Canton.

The most numerous occupations among the registered unemployed in the Tuzla Canton are:

Completed secondary education, medium education and skilled occupations:

- High school graduate
- Economic technician,
- Nurse technician,
- Mechanical and chemical technician,
- Seller,
- Hairdresser,
- Cook,
- Auto mechanic,
- Locksmith.

Higher education completed:

-
- Economist,
- Lawyer,
- Educator / psychologist,
- Class teacher,
- Chemical technology engineer.

Deficient occupations among registered unemployed persons in the Tuzla Canton in 2021 are:

Completed secondary education for skilled / highly skilled professions:

- Tinsmith,
- Pipe insulator,
- Facade,
- Carpenter,
- Steel bender,
- Bricklayer,
- Installer of cooling devices,
- Auto electrician,
- Stonecutter.

Higher education completed:

- BSc. Mining - BEMS Department,
- Professor of Physics,
- Professor / teacher of art culture,
- Professor of music culture,
- Architectural Engineer,
- Agronomist,
- Professor of Computing.



SURVEY RESEARCH - FORECASTS OF LABOR MARKET TRENDS

**RESEARCH
METHODOLOGY
AND SAMPLE**

Research methodology and sample

As part of the labor market research in the Federation of BiH, which is conducted as a joint activity of the Federal Employment Institute and cantonal employment services in order to obtain quantitative and qualitative data necessary to provide adequate information on labor market developments, in addition to the use of administrative data, a survey of employers was organized on an adequate sample.

Through conducting a survey of employers, the cantonal employment services, respectively municipal employment bureaus cooperates directly with employers, creates preconditions for strengthening its primary function of employment mediation and collects important data necessary to improve its services, policy development and labor market support.

The aim of the research is to collect information directly from employers on business and changes in employment during 2021 as well as on expressed business estimates, the need to hire new or lay off existing workers in 2022, as well as their structure by occupation, qualifications, education and skills. The aim of this thematic report is to analyze the relevant data needed to assess the trends in the labor market of Tuzla Canton: the way of finding new workers and resolving redundancies, the possibility of organizing professional training for unemployed persons and pupils/student internships within business entities, as well as assessing the quality of services of the Employment Service of Tuzla Canton from the perspective of employers.

It should be noted that by their nature, these are short-term forecasts¹ of employers on various aspects of the situation and trends in the labor market, and above all the alignment of supply and demand according to the level of education, occupations and generic skills. In this context, the main purpose of the research should be to improve the services of the Service, adapting and developing local labor market policies according to the expressed needs of employers, especially the system of training, career guidance and counseling, vocational training and work practices. In this way, a sustainable mechanism has been created so that the creation of short-term cycles of local market policy planning, to a greater extent than was previously the case, is based on data and relevant needs of employers.

Description of methodology

To examine the attitudes of employers in the Federation of BiH 2021/2022 the survey method was used. Based on a master sample of about 10,000 employers obtained from the Tax Administration of the Federation of BiH, registered in the Federation of BiH who had five (5) or more employees, sorted into small, medium and large employers by activities and who regularly pay mandatory taxes and contributions, the Federal Employment Agency used the stratified random sampling method to single out a sample of 1,661 employers (30% higher than the previous year due to the expected response rate of 75% from the previous survey). This sample size, for a 95% confidence level, gives results within an error margin of 2.5%. The key stratification variables were sector and company size²

1 Note: The survey was conducted before the Ukrainian crisis

2 In accordance with the practice of international organizations (ETF, CEDEFOP), the sample does not include employers in the following industries: Agriculture, forestry and fishing; Public administration and defense; Education; Health and social care.

With the support of the EU-funded project “Improvement of Labor Market Research”, the research methodology at the level of Bosnia and Herzegovina was harmonized, so the questionnaire used in the Federation of BiH is identical to the questionnaire used in the employer survey conducted by the Republic of Srpska Employment Institute and Institute of employment of Brcko District of Bosnia and Herzegovina.

Furthermore, the training of labor market research coordinators and pollsters from the cantonal employment services was organized, as well as the development of the Pollsters Handbook. An electronic questionnaire was used during the survey, with immediate data entry into the database using a computer or tablet (CAPI / TAPI Computer / Tablet Assisted Personal Interviewing). The survey process, coordinated by the Federal Employment Agency, was conducted by 90 adequately trained pollsters from the cantonal employment services. Data collection was organized in the period from January 10 to February 4, 2022.

The questions in the questionnaire were divided into the following thematic units:

- General information,
- Assessment of business and difficulties in employing workers in 2021,
- Estimation of business and employment of workers in 2022,
- Possibilities of organizing practical classes for pupils and students,
- Cooperation with the Federal Employment Institute and cantonal employment services.

Sample description

After analyzing the quality of the data collected, the responses from 1,288 employers were usable and have been used to draw conclusions. It is shown that the increase in the basic sample (1,246 companies) for the estimated response rate of 75% of respondents, ie the sample increased by 25 - 30% to 1,661 companies. Ultimately, the response rate of employers was 77.5%, and the number of survey questionnaires collected was fully in line with the number needed for a valid analysis.

Most employers were surveyed in Tuzla Canton (292 or 23% of the sample) and Sarajevo Canton (286 or 22% of the sample), which is in line with the size and economic strength of these two cantons.

The largest number of entities in the sample are limited liability companies (77.2%), with the largest share of those registered in Sarajevo Canton (220) and Tuzla Canton (218) as economic centers, followed by crafts (11.5%) which are also the most represented in these two cantons.

Table 2. Number of surveyed employers by type of organization in the Federation of BiH

Canton	U ltd.	LLC	JSC	PI	PE	NGO	Craft	Coop	PHI	Other	Total
Una-Sana	2	76	1	2	1	1	17	1	3	4	108
Posavina	14	7	1	0	0	0	1	0	0	1	24
Tuzla	0	218	8	4	7	3	50	0	0	2	292
Zenica-Doboj	0	154	4	2	2	1	11	0	1	8	183
Bosnian-Podrinje	0	10	3	1	1	0	2	0	0	0	17
Central Bosnia	3	100	3	2	1	1	19	0	0	1	130
Herzegovina-Neretva	0	121	3	2	1	2	14	0	1	4	148
West Herzegovina	0	56	2	1	1	0	3	0	1	0	64
Sarajevo Canton	5	220	5	5	1	11	30	0	1	8	286
Canton 10	3	32	0	0	0	0	1	0	0	0	36
Federation of BiH	27	994	30	19	15	19	148	1	7	28	1.288
%	1%	81%	3%	1%	1%	1%	11%	0%	1%	0%	100%

ULC – An unlimited liability company

LLC – Limited Liability Company (LLC)

JSC – Joint Stock Company (JSC)

PI – Public Institution (PI)

PE – Public Enterprise (PE)

NGO – Association of Citizens

Craft – Craft

Coop – Cooperative

PHI – Private health institution

Other – Other

For the purpose of preparing a thematic report on the situation on the labor market in Tuzla Canton, data on surveys of employers from Tuzla Canton were used, and there were 292 or 23% of the sample, which makes the sample representative for further analysis.

The largest number of business entities in the surveyed sample are limited liability companies (74.7%) and crafts (17.1%). Of the total number of respondents, joint stock companies are represented by 2.7%. Business entities with this type of organization make up the largest part of the sample (94.5%). A smaller percentage of the sample includes public companies, public institutions, citizens' associations and others.

Table 3. Structure of surveyed employers by type of organization in TC

Type of organization	Number of employers	Percentage
Joint stock company (JSC)	8	2,7%
Limited Liability Company (LLC)	218	74,7%
Public Institution (PI) - institutes, schools, health centers, centers for social work	4	1,4%
Public enterprise (PE) - post offices, electric power companies, utility companies	7	2,4%
Other	2	0,7%
Citizens' Association (NGO), foundations	3	1,0%
Craft shops / Craftsmen	50	17,1%
Total	292	100,0%

The surveyed companies are mostly privately owned (93.8%). Public companies participated in the survey with 3.1%, mixed with 2.4% while NGOs participated with only 0.7%.

Table 4. Structure of surveyed companies by form of ownership

Form of ownership	Number of employers	Percentage
Public	9	3,1%
Mixed	7	2,4%
NGOs	2	0,7%
Private	274	93,8%
Total	292	100,0%

The largest percentage of enterprises in the sample is in industry C - Manufacturing (32.9%), G - Wholesale and retail trade, repair of motor vehicles and motorcycles (26.0%), F - Construction (8.9%), I - Accommodation and food service activities (7.9%), H - Transport and storage (7.2%). Industry M - Professional, scientific and technical activities participates in the sample with 4.5%, which indicates the need of the market for the development of this type of activity.

Table 5. Structure of surveyed companies by industry

Industry	Number of employers	Percentage
B - Mining and quarrying	3	1,0%
C - Manufacturing industry	96	32,9%
D - Production and supply of electricity, gas, steam and air conditioning	1	0,3%
E - Water supply; wastewater disposal, waste management and remediation activities	4	1,4%
F - Construction	26	8,9%
G - Wholesale and retail trade, repair of motor vehicles and motorcycles	76	26,0%
H - Transport and storage	21	7,2%
I - Accommodation and food service activities (hotel and catering)	23	7,9%
J - Information and communication	9	3,1%
L - Real estate business	2	0,7%
M - Professional, scientific and technical activities	13	4,5%
N - Administrative and support service activities	9	3,1%
R - Public administration and defense; Compulsory social insurance	4	1,4%
S - Other service delivery activities	5	1,7%
Total	292	100,0%

The most represented activity in the examined sample is industrial activity with 35.6%, which confirms the long-standing industrial tradition as well as the wealth of natural resources and the favorable geostrategic position of Tuzla Canton. Service activities accounted for 29.5%, while trade was in third place with a share of 26%. The growth of construction activities with a share in the sample of 8.9% is also noticeable.

Table 6. Surveyed sample by group of activities

Industry	Number of employers	Percentage
Construction	26	8,9%
Industrial activities	104	35,6%
Shop	76	26,0%
Service activities	86	29,5%
Total	292	100,0%

The surveyed enterprises in the percentage of 51.0% belong to micro enterprises. Small enterprises are represented with 34.2%, medium with 8.9% and large with 5.8% of the total sample. A large percentage of micro-enterprise participation indicates the presence of ideas and innovations, as well as the potential for growth of the Tuzla Canton labor market. But, on the other hand, the question of the possibilities and speed of growth of these companies to the level of small and medium enterprises which a generator of development remains open.

Table 7. Sample of respondents by company size

Size	Number of employers	Percentage
Micro	149	51,0%
Small	100	34,2%
Medium	26	8,9%
Big	17	5,8%
Total	292	100,0%

Observed by the length of existence of the surveyed companies, most of the surveyed companies are older than five years (88.7%), while other surveyed companies are younger than five years and participate in the sample with 11.3%, respectively companies younger than three years (5, 8 and companies that have existed for three to 5 years (5.5%).

Table 8. Length of existence of surveyed employers

Size	Number of employers	Percentage
Up to three years	17	5,8%
Three to five years	16	5,5%
More than five years	259	88,7%
Total	292	100,0%

The largest percentage in the sample of companies younger than three years is from the construction industry (15.4%), from three to five is from the service sector (9.3%). Companies older than 5 years take a high percentage of the sample from the trade activity (94.7%).

Table 9. Length of existence of surveyed employers, overview by activities

Activity	Up to three years		Three to five years		More then five years		Total
	Number of employers	%	Number of employers	%	Number of employers	%	
Construction	4	15,4%	1	3,8%	21	80,8%	26
Industrial activities	2	1,9%	6	5,8%	96	92,3%	104
Shop	3	3,9%	1	1,3%	72	94,7%	76
Service activities	8	9,3%	8	9,3%	70	81,4%	86
Total	17	5,8%	16	5,5%	259	88,7%	292

At the time of the survey, employers had 14,264 employees, which represents 13.9% of the total number of employees in Tuzla Canton (data from the Tax Administration for January 2022), which confirms the representativeness of the sample and respectively survey results. Of the total number of employees employed by employers, at the time of the survey, 29.1% were women and 20.6% were women under 30, which indicates a high percentage of employment of young women under 30 in relation to the total number of employed women in the sample.

Table 10. Number of employees at the surveyed employers in TC

Number of employees at the time of the survey	Total number / percentage
(A) Total workers	14.264
(B) Total workers (women)	4.152
Proportion of women (B) / (A)	29,1%
(C) Number of workers under 30 years of age	3.311
Share of under-30s in total workers (C) / (A)	23,2%
(D) Number of workers under the age of 30 (women)	856
Share of women under 30 in the total number of workers under 30 (D) / (C)	25,9%
Share of women under 30 in the total number of women (D) / (B)	20,6%
(E) Number of workers over 60 years of age	1.148
Share of people over 60 in the total number of workers (E) / (A)	8,0%
(F) Number of workers over 60 (women)	159
Share of women over 60 in the total number of workers over 60 (F) / (E)	13,9%
Share of women over 60 in the total number of women (F) / (B)	3,8%

The share of young people in the total number of workers in the surveyed employers is 3,311 or 23.2%, which means that on average every fourth worker is younger than 30 years. Basically, this participation of young people reflects general trends in the labor market, such as higher unemployment rates and lower youth employment rates compared to the general unemployment rate and employment.

Out of a total of 14,264 workers employed by the surveyed employers, 1,148 workers or 8.0% are workers older than 60, and whose jobs will be vacated in the period of up to five (5) years due to retirement. Out of the 1,148 workers aged 60 and over, 13.9% are women. At the same time, having in mind the supply of labor force, it would be said that there is no risk of inability to fill vacancies due to withdrawal from the labor force on the basis of retirement. However, this trend is not necessarily the same for all occupations in which there will be a need for new employment in the next 5 years due to retirement.



BUSINESS INDICATORS

Business indicators

Business indicators in 2021

The highest percentage of employers (46.6%) stated that in 2021 they recorded an increase in business activity, which was to be expected given the fact that in 2021 the measures caused by the COVID-19 pandemic eased and stabilized business in almost all industries. Business stagnation was reported by 39% of surveyed employers, which may also be related to the consequences caused by the COVID-19 pandemic. The percentage of 13.7% of surveyed employers recorded a decline in business activity in 2021, while 0.7% of employers did not provide an answer to this question.

Table 11. Estimation of business volume in 2021

Business volume in 2021	Number of employers	Percentage
No answer	2	0,7%
Decline	40	13,7%
Growth	136	46,6%
Stagnation	114	39,0%
Total	292	100,0%

Observed by activities, we can see that most employers from trade (52.6%), industrial activities (48.1%) and services (44.2%) reported an increase in business volume in 2021, while in the construction sector registered the largest number of employers who registered a decline in business volume (23.1%).

Table 12. Estimation of business volume in 2021 by activities

Group of activities	No answer		Decline		Growth		Stagnation		TOTAL	
	No.	%	No.	%	No.	%	No.	%	No.	%
Construction	0	0,0%	6	23,1%	8	30,8%	12	46,2%	26	100,0%
Industrial activities	2	1,9%	15	14,4%	50	48,1%	37	35,6%	104	100,0%
Trade	0	0,0%	10	13,2%	40	52,6%	26	34,2%	76	100,0%
Service activities	0	0,0%	9	10,5%	38	44,2%	39	45,3%	86	100,0%
Total	2	0,7%	40	13,7%	136	46,6%	114	39,0%	292	100,0%

The growth of the financial result in 2021 was shown in 45.2% of surveyed employers, stagnation in 39%, and decline in 15.1% of employers, which indicates optimistic expectations of employers in 2022.

Table 13. Estimation of financial result in 2021

Financial result in 2021	Number of employers	Percentage
No answer	2	0,7%
Decline	44	15,1%
Growth	132	45,2%
Stagnation	114	39,0%
Total	292	100,0%

According to the group of activities, the largest increase in the financial result in the sample was observed in trade (52.6%), as well as in service (45.3%) and industry (45.2%). The stagnation and decline of the financial result in 2021 are especially pronounced in construction.

Table 14. Estimation of financial result in 2021 by group of activities

Group of activities	No answer		Decline		Growth		Stagnation		TOTAL	
	%	No.	%	No.	%	No.	%	No.	%	
Construction		0,0%	8	30,8%	6	23,1%	12	46,2%	26	100,0%
Industrial activities	2	1,9%	17	16,3%	47	45,2%	38	36,5%	104	100,0%
Trade		0,0%	11	14,5%	40	52,6%	25	32,9%	76	100,0%
Service activities		0,0%	8	9,3%	39	45,3%	39	45,3%	86	100,0%
Total	2	0,7%	44	15,1%	132	45,2%	114	39,0%	292	100,0%

Estimation of business indicators in 2022 – expectations

The assessment of the volume of business in 2022, according to the expectations of the surveyed employers, is very optimistic, which indicates the possible stabilization of the labor market and the possibility of the growth of business entities. Over 75% of surveyed employers in 2022 expect an increase in business volume, 17.1% stagnation, while 7.5% of surveyed entities expect a decrease in business volume.

Table 15. Estimation of business volume in 2022 (expectations)

Business volume in 2022	Number of employers	Percentage
Decline	22	7,5%
Growth	220	75,3%
Stagnation	50	17,1%
Total	292	100,0%

The growth in the volume of business by group of activities is expected in the largest percentage in the field of construction (84.6%) and services (81.4%). Stagnation and decline in business volume is expected in the area of industrial activity and trade.

Table 16. Estimation of business volume in 2022 (expectations), by group of activities

Group of activities	Decline		Growth		Stagnation		TOTAL	
	No.	%	No.	%	No.	%	No.	%
Construction	1	3,8%	22	84,6%	3	11,5%	26	100,0%
Industrial activities	10	9,6%	74	71,2%	20	19,2%	104	100,0%
Trade	8	10,5%	54	71,1%	14	18,4%	76	100,0%
Service activities	3	3,5%	70	81,4%	13	15,1%	86	100,0%
Total	22	7,5%	220	75,3%	50	17,1%	292	100,0%

An increase in the financial result in 2022 is expected by 73.6% of surveyed employers, stagnation by 18.2%, while a decrease in the financial result in 2022 is expected by 7.9% of employers. This assessment of financial results in 2022 indicates positive expectations of employers about business, as well as the stabilization of the labor market in TC.¹

Table 17. Estimation of financial result in 2022 (expectations)

Financial result in 2022	Number of employers	Percentage
No answer	1	0,3%
Decline	23	7,9%
Growth	215	73,6%
Stagnation	53	18,2%
Total	292	100,0%

The growth of the financial result in 2022 by group of activities is expected in the largest percentage in the field of services (81.4%) and construction (80.8%). Stagnation and decline in business volume is expected in the area of industrial activity and trade.

Table 18. Estimation of financial result in 2022 (expectations), by group of activities

Group of activities	No answer		Decline		Growth		Stagnation		TOTAL	
	No.	%	No.	%	No.	%	No.	%	No.	%
Construction	1	3,8%	2	7,7%	21	80,8%	2	7,7%	26	100,0%
Industrial activities	0	0,0%	10	9,6%	72	69,2%	22	21,2%	104	100,0%
Trade	0	0,0%	8	10,5%	52	68,4%	16	21,1%	76	100,0%
Service activities	0	0,0%	3	3,5%	70	81,4%	13	15,1%	86	100,0%
Total	1	0,3%	23	7,9%	215	73,6%	53	18,2%	292	100,0%

1 Ibid, page 12

From the above mentioned, it can be concluded that in 2022, positive trends will continue when it comes to these aspects of business, and therefor generate the need for new employment. Compared to 2021, a significantly higher number of employers expect an increase in business volume and an increase in financial results (the difference is 28.7 percentage points and 28.4 percentage points, respectively). It should be noted that in the field of construction, in relation to the estimation for 2021, there is the “most optimistic” scenario when it comes to 2022, so in that sense, we can expect a significantly higher growth in demand for labor.

EMPLOYER NEEDS

A black and white photograph of a town square. In the foreground, a paved plaza leads to a circular fountain with water spraying upwards. A person is sitting on the edge of the fountain. In the background, there are several buildings, including one with a sign that says "PIZZERIA". The sky is cloudy. A large yellow triangle, pointing to the right, is overlaid on the left side of the image, containing the text "EMPLOYER NEEDS".

Employer needs

Competences of employees among surveyed employers

Employers from the sample assessed the abilities, knowledge and skills of employees at the time of the survey and they expressed a high level of satisfaction with the competencies possessed by the employees they hired. They are most satisfied with communication in the mother tongue, interpersonal and social competencies, as well as all other competencies according to the EU competence framework. The range of dissatisfaction with the development of competencies ranges from 0.7% of surveyed employers for the dimension of interpersonal and social competencies to 9.6% when it comes to communication in a foreign language. From the above, it can be concluded that employers are mostly satisfied with the development of so-called transferable or generic skills among employees.

Table 19. Satisfaction of employers with the abilities, knowledge and skills of workers currently employed according to the EU competence framework

How satisfied are you with the following abilities, knowledge and skills of the workers you currently employ?	No answer	Not applicable / relevant	1 (completely dissatisfied)	2 (dissatisfied)	3 (Neither satisfied nor dissatisfied)	4 (Satisfied)	5 (Completely satisfied)
Communication in the mother tongue	0,0%	2,1%	0,3%	0,3%	3,1%	37,3%	56,8%
Communication in a foreign language	0,3%	20,2%	4,5%	5,1%	16,4%	34,2%	19,2%
Mathematical literacy and basic competencies in science and technology	0,0%	11,6%	0,3%	3,1%	14,0%	44,9%	26,0%
Digital competences	0,3%	8,2%	0,3%	3,8%	19,2%	40,8%	27,4%
Ability to learn	0,3%	1,4%	0,3%	1,0%	14,0%	47,3%	35,6%
Interpersonal and social competencies	0,7%	1,0%	0,3%	0,3%	6,2%	48,6%	42,8%
Entrepreneurship and self-initiative	0,7%	9,9%	0,3%	4,1%	13,4%	45,2%	26,4%
"Sense" for culture and expression through culture	1,7%	2,1%	0,3%	2,4%	13,0%	44,2%	36,3%

How satisfied are you with the following abilities, knowledge and skills of the workers you currently employ?	No answer	Not applicable / relevant	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied
Communication in the mother tongue	0,0%	2,1%	0,7%	3,1%	94,2%
Communication in a foreign language	0,3%	20,2%	9,6%	16,4%	53,4%
Mathematical literacy and basic competencies in science and technology	0,0%	11,6%	3,4%	14,0%	70,9%
Digital competences	0,3%	8,2%	4,1%	19,2%	68,2%
Ability to learn	0,3%	1,4%	1,4%	14,0%	82,9%
Interpersonal and social competencies	0,7%	1,0%	0,7%	6,2%	91,4%
Entrepreneurship and self-initiative	0,7%	9,9%	4,5%	13,4%	71,6%
"Sense" for culture and expression through culture	1,7%	2,1%	2,7%	13,0%	80,5%

Problems in labor employment

Of the total number of surveyed employers in Tuzla Canton, 63.7% said they had no difficulty in finding and hiring the necessary workers in 2021, 32.9% said they had difficulty finding labor, and 3, 4% did not answer this question.

Table 20. Number and percentage of employers who had problems in hiring and finding the workers needed in 2021

Did you have problems in hiring and finding the workers needed in 2021?	Number of employers	Percentage
Yes	96	32,9%
No	186	63,7%
No answer	10	3,4%
Total	292	100,0%

Difficulties in finding and employing workers in 2021 are expressed in industrial activity and construction to a somewhat greater extent. Significantly fewer problems with finding and employing workers were observed in trade and services. It can be concluded that it is easier for employers to reach workers, whose work does not require special professional knowledge in certain areas (construction, industrial production, etc.).

Table 21. Number and percentage of employers who had problems in hiring and finding the necessary workers in 2021, overview by group of activities

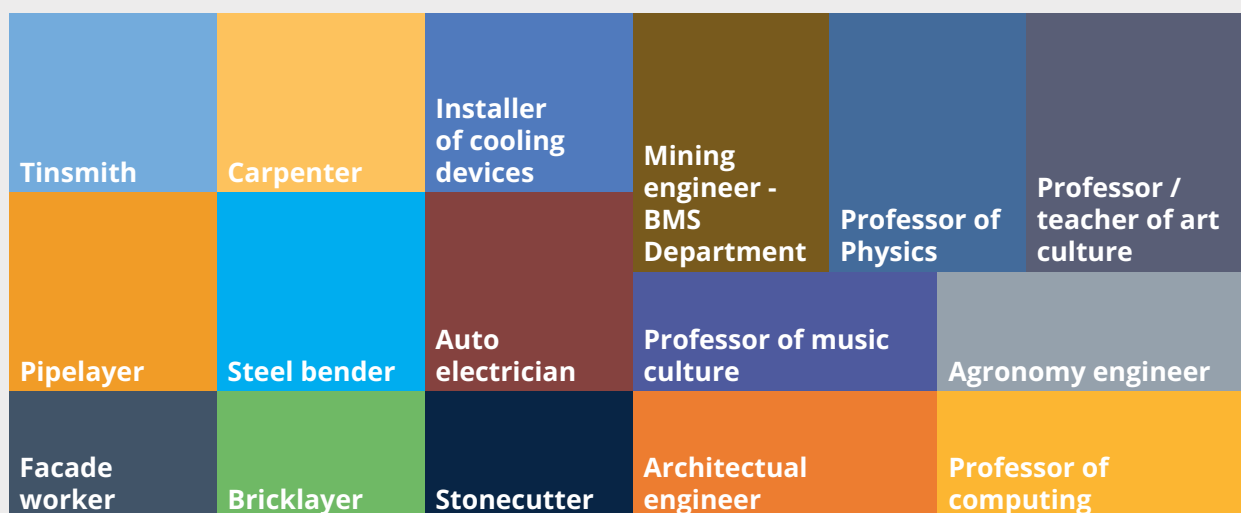
Group of activities	Yes		No		No answer		Total	
	Number	%	Number	%	Number	%	Number	%
Construction	10	38,5%	14	53,8%	2	7,7%	26	100,0%
Industrial activities	47	45,2%	56	53,8%	1	1,0%	104	100,0%
Trade	17	22,4%	57	75,0%	2	2,6%	76	100,0%
Service activities	22	25,6%	59	68,6%	5	5,8%	86	100,0%
Total	96	32,9%	186	63,7%	10	3,4%	292	100,0%

In 2021, employers expressed difficulties in employing workers in certain occupations, and most problems were observed in employing workers for simple jobs (12.3%), blacksmiths (8.2%), auxiliary production workers and locksmiths (5, 3%), carpenters (4.9%), salesmen / traders (4.4%) and waiters (4.1%). To a lesser extent, difficulties were found in finding and employing workers in the professions of seamstress, tinsmith and electrician.

Table 21. Overview of occupations with which employers had difficulties in hiring

Occupation	Number of persons	Percentage
Worker for simple jobs	75	12,3%
Blacksmith	50	8,2%
Auxiliary worker in production	32	5,3%
Locksmith	32	5,3%
Carpenter	30	4,9%
Seller / trader	27	4,4%
Waiter	25	4,1%
Tailor	23	3,8%
Tinsmith	18	3,0%
Electrician	17	2,8%

If we compare the most frequent occupations in which employers had problems finding workers with a list of deficient occupations according to administrative data sources, we can conclude that the classic deficit of occupations when it comes to the expressed needs of employers in 2021 exists with tinsmiths, carpenters and auto-electricians while in most other occupations with which employers had the most problems finding labor, the reasons for the inability to meet needs should be sought in the lack of knowledge and skills, lack of work experience or working conditions.



Graph 6 - Deficit occupations according to the records of the Employment Service of Tuzla Canton

Difficulties in employment by education in 2021 are most pronounced in the employment of skilled and highly skilled occupations (54.8%). Difficulties in employing workers with a four-year high school degree, as well as unskilled workers, were expressed to a much lesser extent. Employers had no difficulty in employing workers with higher education. It is indicative that at the level of post-secondary education, significantly fewer difficulties in employment were registered compared to the level of secondary education, especially three-year vocational education. These differences appear to be largely determined by the structure of skills demand itself and to a lesser extent by better alignment of learning and education outcomes with labor market needs at higher levels of education.

Table 22. Number of persons with whom employers had difficulties with employment by education

Education	Number of persons	Percentage
1. UW - no school and unfinished primary school	25	4,1%
2. UW/LE - primary school	13	2,1%
3. SW/HSW - Skilled, highly skilled - high school up to 3 years	334	54,8%
4. SE - Secondary school - high school of 4 and more years and high school	63	10,3%
5. HE - Higher education - 1st degree of faculty, professional study and college	0	0,0%
6. UD - University education - faculty (graduates), academy	18	3,0%
Not specified	156	25,6%
Total	609	100,0%

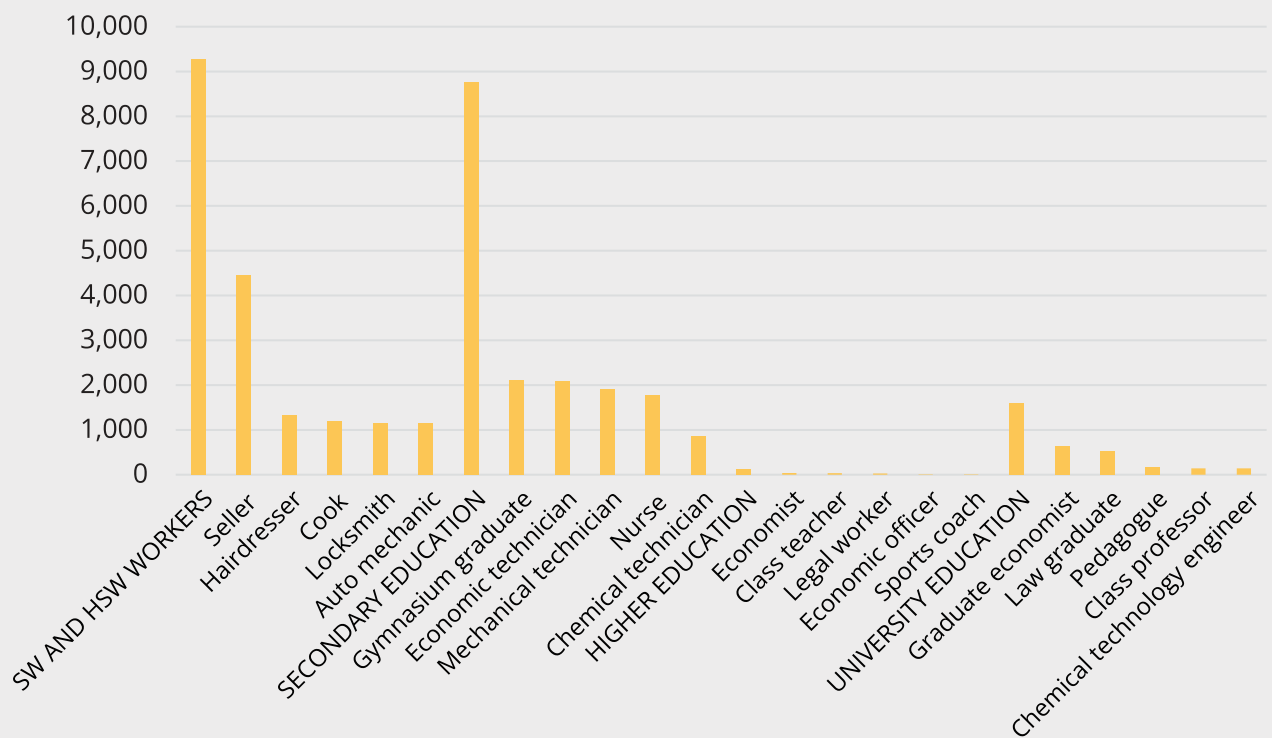
As obstacles to finding employees, employers mostly pointed out the lack of staff for the required occupations (56.3%) as well as the lack of staff with professional knowledge and skills needed for the job (52.1%). A high percentage of individuals' lack of interest in working in a specific job was also noticed, as well as a lack of staff with appropriate work experience.

Table 23. Obstacles to employment and finding the necessary workers

Which of the following were barriers to hiring and finding needed workers?	Number of employers	Percentage*
Lack of staff with the required occupation	54	56,3%
Lack of staff with the professional knowledge and skills needed for the job	50	52,1%
Lack of staff with appropriate work experience	45	46,9%
Lack of interest of individuals to work in a specific job	47	49,0%
Dissatisfaction of the candidate with the offered salary	14	14,6%
Candidate dissatisfaction with working hours and working conditions	4	4,2%
Distance of the job from the place of inhabitancy / residence of the candidate	7	7,3%
Lack of incentives for training and employment	10	10,4%
Tax policy (high allocations for taxes and contributions)	14	14,6%
General economic conditions	8	8,3%
Insufficient labor force information	4	4,2%

* In relation to the number of employers who had problems in hiring the necessary workers (96)

If we compare the structure of demand for the most frequent occupations in which employers had problems providing labor, with the number of unemployed in the records of the Service, we come to the conclusion that among the most numerous occupations on the register are occupations where employers had the most difficulty in employment. Out of 10 occupations in which employers had the most problems in meeting the needs, the highest number of unemployed was registered in four. In addition to workers in simple jobs and auxiliary workers in production, this is the case with salesmen / traders and locksmiths. In that sense, it is quite certain that the priority reasons for the inability to meet the needs for workers in these occupations should be sought primarily in the lack of appropriate knowledge and skills to work in specific jobs, but also conditions offered by employers, especially when it comes to needs for simple jobs and auxiliary workers in production where the standard of occupation does not require expertise or it is reduced to performing simple jobs and tasks. This is supported by the fact that the largest share in the total unemployment of unskilled and semi-skilled workers is as much as 33.7%. It is in this category of jobs that the most problems in meeting the needs for workers have been registered.



Graph 7 - The most numerous occupations by levels of education

Employers noticed that workers lack certain knowledge and skills, and in the first place is the ability to learn (50%), digital competences (32%), entrepreneurship and self-initiative (30%), mathematical literacy, communication in a foreign language and interpersonal and social competences. As in the case of satisfaction with competencies among employees, in this case employers are largely satisfied with the development of social competencies, however, when it comes to job candidates, a much higher degree of dissatisfaction is registered in most other dimensions. From this comparison, it could be concluded that the business environment in the surveyed companies is favorable for the development of most generic competencies. The degree of objectivity of the answers given by the employers should certainly be taken into account as well.

Table 24. The most common knowledge and skills that workers lack according to the EU competence framework (n = 50)

What knowledge and skills are lacking according to the EU Competence framework for lifelong learning?	Number of employers	Percentage (in relation to the total number of employers who reported having problems finding workers with appropriate knowledge and skills)
Communication in the mother tongue	1	2,0%
Communication in a foreign language	10	20,0%
Mathematical literacy and basic competencies in science and technology	12	24,0%
Digital competences	16	32,0%
Ability to learn	25	50,0%
Interpersonal and social competencies	4	8,0%
Entrepreneurship and self-initiative	15	30,0%
"Sense" for culture and expression through culture	1	2,0%

Employment in 2022

Employers from the sample expressed the need to hire workers in 2022 in the percentage of 47.6%, while 51.4% of employers have no need to hire workers in 2022.

Table 25. Number and percentage of employers planning to hire workers in 2022

Are you planning employment in 2022?	Number of employers	Percentage
No answer	3	1,0%
Yes	139	47,6%
No	150	51,4%
Total	292	100,0%

The needs for employment of workers are mostly expressed in industrial activity (59.6%) and construction (53.8%), as well as in trade and services activities.

Table 26. Number and percentage of employers planning to hire workers in 2022, by activity group

Group of activities	Are you planning employment in 2022?							
	No answer		Yes		No		Total	
	Number of employers	%	Number of employers	%	Number of employers	%	Number of employers	%
Construction	0	0,0%	14	53,8%	12	46,2%	26	100,0%
Industrial activities	2	1,9%	62	59,6%	40	38,5%	104	100,0%
Trade	1	1,3%	30	39,5%	45	59,2%	76	100,0%
Service activities	0	0,0%	33	38,4%	53	61,6%	86	100,0%
Total	3	1,0%	139	47,6%	150	51,4%	292	100,0%

Occupations for which employers have expressed employment needs in 2022, in the Tuzla Canton, are: locksmith (8.01%), salesman / trader (6.56%), auxiliary worker in production (5.31%), welder (5.2%), carpenter (4.68%), waiter (4.27%), carpenter (4.16%) and others. It was noticed that in 2022, employers will have the greatest need for employment of skilled and highly skilled occupations with a completed three-year high school (48.49%).

From the above mentioned it follows that the structure of demand when it comes to the needs for occupations at the level of lower and secondary education is identical to the structure of demand where there were difficulties in meeting the needs in 2021. The most frequent occupations are very similar, except that the needs for 2022 include machine technicians as well as welders / welders. An identical trend was also registered when looking at education levels.

In relation to the typology of most sought-after occupations, it can be said that economic structures are such that they generate primarily demand for labor to perform craft but also predominantly routine jobs that are at risk of extinction due to automation of certain segments of production or services. As a rule, these are low-productive jobs in most labor-intensive industries.

This is supported by the fact that, according to the groups of activities, among the occupations that require secondary or higher education are: construction technician, mechanical technician, mechatronic, pharmaceutical technician and master of pharmacy. However, when it comes to more complex jobs at the level of secondary or post-secondary education, judging by the forecasts of employers, it is possible to expect a significantly lower level of demand compared to skilled and highly skilled workers and occupations of the craft type.

Table 27. Ten most needed occupations in 2022

Occupation	Number of persons	Percentage
Locksmith	77	8,01%
Seller / trader	63	6,56%
Auxiliary worker in production	51	5,31%
Welder	50	5,20%
Woodworker	45	4,68%
Waiter	41	4,27%
Carpenter	40	4,16%
Tailor	36	3,75%
Mechanical technician	34	3,54%
Worker for simple jobs	33	3,43%

Based on the available data on planned employment and the number of employees in the surveyed companies, a gross vacancy rate of 6.7% can be expected in 2022.¹

Table 28. Number of required persons in 2022 by education level

Education	Number of persons	Percentage
1. UW - no school and unfinished primary school	31	3,23%
2. SSW - primary school	6	0,62%
3. Skilled, highly skilled - high school up to 3 years	466	48,49%
4. Secondary school - high school of 4 and more years and gymnasium	125	13,01%
6. Higher education - faculty (graduates), academy	19	1,98%
7. Master	5	0,52%
Not specified	309	32,15%
Total	961	100,00%

¹ The gross rate of job creation is equal to the quotient of the total number of persons planned to be employed and the current number of employees in companies according to the research multiplied by 100

Employers showed the highest needs for employment in construction (84%), trade (80%), services (71%) and industry (66%). The most sought after will be carpenters, bricklayers, Steel bender, locksmiths, salesmen, waiters, cooks and drivers.

Table 29. Most sought-after occupations in 2022, by activities

Construction		
Carpenter	35	31%
Bricklayer	17	15%
Steel bender	11	10%
Tinsmith	8	7%
Facaders	5	4%
Installer of building elements	5	4%
Worker for simple jobs	5	4%
Construction technician	3	3%
Locksmith	3	3%
Construction machinery operator	3	3%
Industrial activities		
Locksmith	70	12%
Welder	50	9%
Auxiliary worker in production	44	8%
Woodworker	43	8%
Seamstress	36	6%
Mechanical technician	34	6%
Miner	30	5%
Blacksmith	30	5%
Worker for simple jobs	24	4%
Electronics mechanic / mechatronic / CNC operator	16	3%
Trade		
Seller / trader	50	40%
Truck driver	7	6%
Waiter	7	6%
Cleaner	5	4%
Warehouse worker / warehouseman	5	4%
Master of pharmacy	5	4%
Butcher	5	4%
Worker for simple jobs	4	3%
Truck driver	4	3%
Locksmith	4	3%
Carpentry fitter	4	3%

Service activities		
Waiter	29	19%
Cook	21	13%
Truck driver	15	10%
Pharmaceutical technician	15	10%
Truck driver	6	4%
Steel bender	5	3%
Carpenter	5	3%
Construction technician	5	3%
Bricklayer	5	3%
Auxiliary worker in production	5	3%

In 2022, a smaller percentage of employers will need to hire workers with advanced IT skills (22.3%), while 74.8% of employers will not need to hire workers with this knowledge. This data also illustrates the dominance of less complex jobs on the labor market. The needs for employment of workers with advanced IT skills are most pronounced in the construction and industrial activities, namely in the manufacturing industry.

Table 30. Needs for workers with advanced IT skills, number and percentage of employers

Are you planning to hire workers with advanced IT skills?	Number of employers	Percentage
No answer	4	2,9%
Yes	31	22,3%
No	104	74,8%
Total	139	100,0%

Table 31. Needs for workers with advanced IT skills, number and percentage of employers by group of activities

Group of activities	Are you planning to hire workers with advanced IT skills?							
	No answer		Yes		No		Total	
	No.	%	No.	%	No.	%	No.	%
Construction		0,00%	5	35,71%	9	64,29%	14	100,00%
Industrial activities		0,00%	17	27,42%	45	72,58%	62	100,00%
Trade	3	10,00%	3	10,00%	24	80,00%	30	100,00%
Service activities	1	3,03%	6	18,18%	26	78,79%	33	100,00%
Total	4	2,88%	31	22,30%	104	74,82%	139	100,00%

The surveyed employers are able to employ 44 workers with advanced IT skills, 24 workers in the manufacturing industry, 11 workers in construction, 4 workers in the field of information and communication, 2 in the provision of accommodation and food services, 2 in wholesale and retail trade and 1 worker in transport and storage.

Table 32. Needs for workers with advanced IT skills, number and percentage of required workers by activity

Activity	Number of workers	Percentage
Mining and quarrying	0	0,0%
Manufacturing industry	24	54,5%
Production and supply of electricity, gas, steam and air conditioning	0	0,0%
Water supply; wastewater disposal, waste management and remediation activities	0	0,0%
Construction	11	25,0%
Wholesale and retail trade; repair of motor vehicles and motorcycles	2	4,5%
Transport and storage	1	2,3%
Accommodation and food service activities	2	4,5%
Information and communication	4	9,1%
Real estate business	0	0,0%
Professional, scientific and technical activities	0	0,0%
Administrative and support service activities	0	0,0%
Arts, entertainment and recreation	0	0,0%
Other service activities	0	0,0%
Total	44	100,0%

In the context of employing workers directly from the education system, 60 employers or 20.5% expressed readiness to hire workers directly from the education system, while 227 or 77.7% of employers said they had not hired this category of workers in the last 12 months.

Table 33. Employment directly from the education system, number and percentage of employers

Did your company hired job seekers who came directly from the education system in the last 12 months?	Number of employers	Percentage
Yes	60	20,5%
No	227	77,7%
No answer	5	1,7%
Total	292	100,0%

Employers who expressed readiness to hire workers directly from the education system are most interested in employing workers with completed vocational and technical schools (13%), while a smaller number of employers expressed interest in employing workers after graduating from general schools and universities.

However, if we compare the number of employers who had difficulties in providing labor force in 2021, it is noticeable that they employed less labor directly from the education system, which may be indicative from the point of view of insufficient willingness of employers to lower their criteria within the part of selection and employ insufficiently prepared or inexperienced staff and thus meet the need with additional investment in human resource development.

Table 34. Employment directly from the education system, number and percentage of employers by type of school

Did your company hired job seekers who came directly from the education system in the last 12 months?	General schools		Vocational and technical schools		Universities	
	Number of employers	%	Number of employers	%	Number of employers	%
No answer	15	5,1%	10	3,4%	12	4,11%
Yes	22	7,5%	38	13,0%	31	10,62%
No	255	87,3%	244	83,6%	249	85,27%
Total	292	100,0%	292	100,0%	292	100,00%

The surveyed employers also had the opportunity to comment on the readiness of job seekers who come directly from the education system to perform the jobs of a particular position. As the biggest shortcoming, employers point out the lack of necessary technical skills or skills specific to performing the tasks of a particular job, even after graduating from vocational and technical schools 57.9%, general schools 31.8% and universities 22.6%. Lack of work experience / life experience and maturity (including general knowledge), employers put in second place with 74.5% of the total sample, after all schools completed. Another indicator of unpreparedness of job seekers who come directly from the educational system is a bad attitude towards work or lack of motivation, poor work ethic, lack of manners, etc.

For this lack of job seekers, employers voted in the percentage of 46.35. This attitude, towards the workforce that comes directly from the education system, opens opportunities for improving teaching processes in the part of introducing more practical classes, as well as classes or workshops on finding and retaining employment. Employers are mostly satisfied with job seekers who come from the education system, after completing university education (67.7%).

On the other hand, there is a paradox that employers rate people from general schools better when it comes to technical skills and skills needed for work, compared to vocational and technical schools, which are the worst rated in this dimension. In connection with the above mentioned, the assessment of employers is that persons from general schools are more adequately prepared for work compared to students from vocational and technical schools. Certainly, such attitudes require additional and, above all, qualitative analysis all the more so as educational programs in general type schools such as gymnasiums aim to prepare students for further education, and to a much lesser extent for inclusion in the labor market.

Table 35. Readiness of job seekers coming directly from the education system, number and percentage of employers by type of school

Were job seekers from the education system adequately prepared for the job? In which of the following areas was the preparation of the above-mentioned newly employed workers who came from the education system lacking?	General schools		Vocational and technical schools		Universities	
	Number of employers	Percentage	Number of employers	Percentage	Number of employers	Percentage
The necessary technical or job-specific skills are missing	7	31,8%	22	57,9%	7	22,6%
Lacks the necessary skills related to personality, attitude and behavior (communication, interpersonal, stress and time management ...)	1	4,5%	10	26,3%	1	3,2%
Literacy / numeracy skills	1	4,5%	6	15,8%	0	0,0%
Unadapted education system	2	9,1%	9	23,7%	3	9,7%
Poor attitude towards work or lack of motivation (eg poor work ethic, accuracy, manners)	4	18,2%	7	18,4%	3	9,7%
Lack of work experience / life experience or maturity (including general knowledge)	7	31,8%	15	39,5%	1	3,2%
Other (specify)	0	0,0%	2	5,3%	2	6,5%
Jobseekers from the education system were adequately prepared for the job	9	40,9%	8	21,1%	21	67,7%

Working conditions

Working conditions are an important segment for improving the labor market. When it comes to salary increases in 2022, a high percentage of surveyed employers expressed readiness to improve working conditions through salary increases of 64.7%, while 34.6% of employers do not plan to increase salaries in 2022.

Table 35. Number and percentage of employers planning salary increases in 2022

Do you plan to increase salaries on average in 2022?	Number of employers	Percentage
Yes	189	64,7%
No	101	34,6%
No answer	2	0,7%
Total	292	100,0%

Salary increases in 2022 by activities are planned mostly in industry 69.2%, trade 67.4%, construction with 61.55% and services with 57%.

Table 36. Number and percentage of employers planning salary increases in 2022 by activity

Group of activities	Do you plan to increase salaries on average in 2022?							
	Yes		No		No answer		Total	
	Number of employers	Percentage	Number of employers	Percentage	Number of employers	Percentage	Number of employers	Percentage
Construction	16	61,5%	10	38,5%		0,0%	26	100,0%
Industrial activities	72	69,2%	32	30,8%		0,0%	104	100,0%
Trade	52	68,4%	24	31,6%		0,0%	76	100,0%
Service activities	49	57,0%	35	40,7%	2	2,3%	86	100,0%
Total	189	64,7%	101	34,6%	2	0,7%	292	100,0%

When looking at the percentage increase in salaries by occupation, employers in 2022 mostly plan salary increases for managers, technicians, and craft and related workers. To a large extent, this distribution corresponds to the difficulties that employers have had in meeting the needs for workers in certain positions, such as craft, where employers plan to increase salaries by more than 10% than in other occupational groups.

Table 37. Percentage of salary increase by occupation group

Occupation group	No answer	I do not plan	I will not hire	1-10%	11-20%	Over 20%
Managers	14,8%	10,6%	6,3%	51,9%	13,2%	3,2%
Technicians	22,8%	9,5%	7,4%	45,0%	12,2%	3,2%
Craft and related workers	19,6%	5,3%	6,9%	45,5%	18,0%	4,8%
Machine, vehicle and product assemblers	23,8%	4,8%	7,9%	43,9%	16,9%	2,6%
Workers on simple jobs	25,9%	7,9%	9,0%	40,2%	14,3%	2,6%
Office and counter workers	27,0%	11,6%	5,8%	41,3%	11,1%	3,2%
Service and trade occupations	24,3%	8,5%	10,6%	38,6%	15,3%	2,6%

Employment of endangered / hard-to-employ categories of workers

Regarding the readiness of employers to employ some of the endangered / hard-to-employ categories of workers, they are mostly ready to employ young people without work experience (38.7%), demobilized fighters (25.3%), unskilled workers (25%). A slightly lower percentage expressed readiness to employ persons with disabilities (12.3%), while the lowest readiness was expressed for the employment of immigrants (4.8%).

If we compare the number of employers who have employed young people coming from school in the past 12 months and the willingness of employers to employ young people without work experience, we come to a difference of as much as 31.2 percentage points. It follows from the above that employers are significantly more willing to employ young people without experience, but that the practice is different and that they employ them to a much lesser extent.

Table 38. Employment of endangered / hard-to-employ to employ categories of workers

Are you ready to hire some of the following endangered / hard-to-employ categories of workers? (circle one or more answers provided)	Yes	No	No answer
Disabled persons	12,3%	47,3%	40,4%
Victims of violence	5,8%	53,8%	40,4%
Residents of orphanages	8,9%	50,7%	40,4%
Roma	9,6%	50,0%	40,4%
Demobilized soldiers	25,3%	34,2%	40,4%
Women from rural areas	17,8%	41,8%	40,4%
Young people without work experience	38,7%	20,9%	40,4%
Older than 50 years	12,0%	47,6%	40,4%
Unskilled workers	25,0%	34,6%	40,4%
Immigrants (in accordance with legal regulations)	4,8%	54,8%	40,4%

Worker employment practices

When it comes to modality, ie looking for new workers and mediation in employment, surveyed employers, with the possibility of multiple choice of offered options, mostly opted for the option of selecting workers through personal contacts, acquaintances and recommendations (88.4%). A large number of employers also have their own databases on jobseekers, which they use when hiring new workers (42.8%), while 34.2% of surveyed employers use bureau mediation services. In addition to the above, 20.5% of employers are looking for new workers through the media.

Table 39. Ways of employing workers

P21. How do you usually look for new workers?	Number of employers	Percentage	No answer	Percentage
Through the mediation of the employment bureau	100	34,2%	2	0,2%
Personal contacts, through acquaintances and recommendations	258	88,4%	2	0,2%
Through the media	59	20,2%	2	0,2%
Through the company's website	52	17,8%	2	0,2%
Using social networks	55	18,8%	2	0,2%
Through private employment agencies	1	0,3%	2	0,2%
Through educational institutions	7	2,4%	2	0,2%
Using own database	125	42,8%	2	0,2%
Other	6	2,1%	2	0,2%

Employee training and education

When it comes to the introduction of new technologies or changes in the work process in 2022, which could lead to the need for additional training and qualification of workers, 17.1% of employers declared positively, while most of the surveyed employers do not plan to introduce these changes in 2022 (82.9%). It follows from the above that to the greatest extent the need for new employment is not generated by technological development or changes in the work process, and therefore the training is not focused on the adoption of new technologies and the development of advanced competencies.

Table 40. Number and percentage of employers planning to introduce new technologies or changes in the work process in 2022 that will lead to the need for additional education and training of employees

Do you plan to introduce new technologies or changes in the work process in 2022 that will lead to the need for additional training and capaitates of employees?	Number of employers	Percentage
No answer	0	0%
Yes	50	17,1%
No	242	82,9%
Total	292	100,0%

The introduction of new technologies or changes in the work process is planned mostly in the field of industry and construction, while the least interest in such changes is shown by employers who come from service industries.

Table 41. Number and percentage of employers planning to introduce new technologies or changes in the work process in 2022 that will lead to the need for additional education and training of employees by activity

Group of activities	No answer		Yes		No		Total	
	Number of employers	Percentage	Number of employers	Percentage	Number of employers	Percentage	Number of employers	Percentage
Construction	0	0,0%	4	15,4%	22	84,6%	26	100,0%
Industrial activities	0	0,0%	30	28,8%	74	71,2%	104	100,0%
Trade	0	0,0%	8	10,5%	68	89,5%	76	100,0%
Service activities	0	0,0%	8	9,3%	78	90,7%	86	100,0%
Total	0	0,0%	50	17,1%	242	82,9%	292	100,0%

In relation to the total number of employers who plan to introduce new technologies in the work process in 2022, which will lead to the need for additional education and training of workers, the largest percentage of employers (13.7%) need training for specific jobs which would be carried out within the workplace with the employer.

Table 42. Training required for the introduction of new technologies or changes

Required type of training	Number of employers	Percentage
Training for specific jobs that would be conducted within the workplace with the employer	40	13,7%
Computer work or other IT training	12	4,1%
Foreign languages	3	1,0%
Driving a high category vehicle	6	2,1%
Project management	7	2,4%
Retraining and retraining	7	2,4%
Other	3	1,0%

In the context of the possibility of providing support for the organization of practical classes, 67 employers or 22.9% of the total respondents stated that they have the possibility to provide a mentor for practical classes, 65 employers or 22.3% can provide space for practical classes, 62 employers or 21.2% can provide equipment, while 58 employers or 19.9% can provide the materials needed to organize practical classes.

Table 43. Possibilities and conditions for admitting pupils and students to practical classes

Are you able to offer pupils and students to practical classes?	Number of employers	%	No answer	%
We can provide a mentor for practical classes	67	22,9%	2	0,2%
We can provide equipment for practical classes	62	21,2%	2	0,2%
We can provide material for practical classes	58	19,9%	2	0,2%
We can provide space for practical classes	65	22,3%	2	0,2%
No, we do not have such capacities	216	74,0%	2	0,2%



Surveyed employers who have the opportunity to provide conditions for organizing practical classes (mentor, equipment, materials, space), expressed readiness to accept students for practical classes mostly for occupations with completed three years of secondary education: locksmith, mechanical technician, welder, carpenter, CNC operator, salesman, seamstress, wood technician, ceramicist, waiter and tailor.

Table 44. Ten most numerous occupations for which employers can provide practical training to students

Occupation	Number of pupils or students	Percentage
Locksmith	46	11,3%
Mechanical technician	33	8,1%
Welder	27	6,7%
Carpenter	24	5,9%
Electronics mechanic / mechatronics engineer / CNC operator	24	5,9%
Seller / trader	20	4,9%
Seamstress	15	3,7%
Wood technician	15	3,7%
Ceramist	15	3,7%
Waiter	14	3,4%
Tailor	14	3,4%

In the context of adult training, of the total number of employers surveyed, 42 or 14.4% said they could provide space, 40 or 13.7% said they could provide equipment, 38 or 13% could provide a mentor, 36 or 12.3% could provide material, while 243 (83.2%) employers do not have the possibilities to organize vocational training for unemployed persons. Given the low level of capacity of employers to properly organize training or vocational training, there is a need to intervene through local labor market policy in order to raise the very limited opportunities that currently exist in companies.


Table 45. Possibilities and conditions for admitting unemployed persons for training

Do you have the possibility ty to organize trainings, vocational training and development for the unemployed (mentor, equipment, space, materials)?	Number of employers	Percentage	No answer	Percentage
We can provide a mentor	38	13,0%	2	0,2%
We can provide equipment	40	13,7%	2	0,2%
We can provide the material	36	12,3%	2	0,2%
We can provide space	42	14,4%	2	0,2%
No, we do not have such possibilities	243	83,2%	2	0,2%

Occupations for which employers have expressed readiness to organize vocational training for the unemployed are mainly skilled / highly skilled occupations with completed three years of high school: locksmith, carpenter, cook, waiter, ceramicist, CNC operator, seamstress, blacksmith, upholsterer and metalworker.

Table 46. Ten most numerous occupations for which employers can provide practical training to the unemployed

Occupation	Number of persons	%
Locksmith	20	8,55%
Carpenter	18	7,69%
Cook	14	5,98%
Waiter	14	5,98%
Ceramist	10	4,27%
Electronics mechanic / mechatronics engineer / CNC operator	10	4,27%
Seamstress	10	4,27%
Blacksmith	10	4,27%
Upholsterer	10	4,27%
Lathe operator	9	3,85%



SURPLUS OF EMPLOYEES IN 2022

Surplus of employees in 2022

When it comes to worker dismissal, i.e. overstaff in 2022, a very small percentage of employers expects a surplus of labor force, 4.5%, while the vast majority, as many as 95.2%, do not expect such a situation.

Table 47. Number and percentage of employers expecting overstaffing in 2022

Do you expect to have a surplus of employees in 2022?	Number of employers	Percentage
No answer	1	0,3%
Yes	13	4,5%
No	278	95,2%
Total	292	100,0%

Of the total number of employers who declared that they will have a surplus of workers in 2022, 8.7% are from industry, 3.5% belong to service activities and 1.3% to trading. Employers engaged in construction do not expect a surplus of workers in 2022.

Table 47. Number and percentage of employers expecting overstaffing in 2022

Group of activities	Do you expect to have a surplus of employees in 2022?							
	No answer		Yes		No		Total	
	Number of employers	Percentage	Number of employers	Percentage	Number of employers	Percentage	Number of employers	Percentage
Construction	0	0,0%	0	0,0%	26	100,0%	26	100,0%
Industrial activities	0	0,0%	9	8,7%	95	91,3%	104	100,0%
the market	1	1,3%	1	1,3%	74	97,4%	76	100,0%
Service activities	0	0,0%	3	3,5%	83	96,5%	86	100,0%
Total	1	0,3%	13	4,5%	278	95,2%	292	100,0%

Of the total number of employers who expect to have staff redundancies in 2022, the largest percentage 38.5% cited the “Rest” as a way to address redundancies. A larger number of employers will solve the surplus of workers by transferring to another job 30.8%, transfer to another organization 30.8%, organizing training, additional qualification and retraining 23.1%, shortening working hours by 7.7%. 23.1% of surveyed employers plan to terminate their employment contracts as a way of resolving staff redundancies.

Table 49. Ways of dealing with staff redundancy

If you will have a surplus of employees in 2022, how do you plan to deal with the surplus of employees?	Number of employers	% (in relation to the number of employers who will have a surplus of employees in 2022)
Reassign for another job	4	30,8%
Reassign to another organizational unit	4	30,8%
Termination of employment	3	23,1%
Training, additional qualification, retraining	3	23,1%
Reducing working hours	1	7,7%
Cooperation with the employment service (taking care of workers in the process of bankruptcy, liquidation, etc.)	0	0,0%
Other	5	38,5%

As one of the most common reasons for termination of employment contracts, employers stated a reduction in the business volume in the percentage of 66.7%, and 33.3% stated that the reason was the “other”.

Table 50. Reasons for termination of employment contract

Reasons for termination of employment contract	Number of employers	%
Reducing the business volume	2	66,7%
Changes in the organization	0	0,0%
Other	1	33,3%



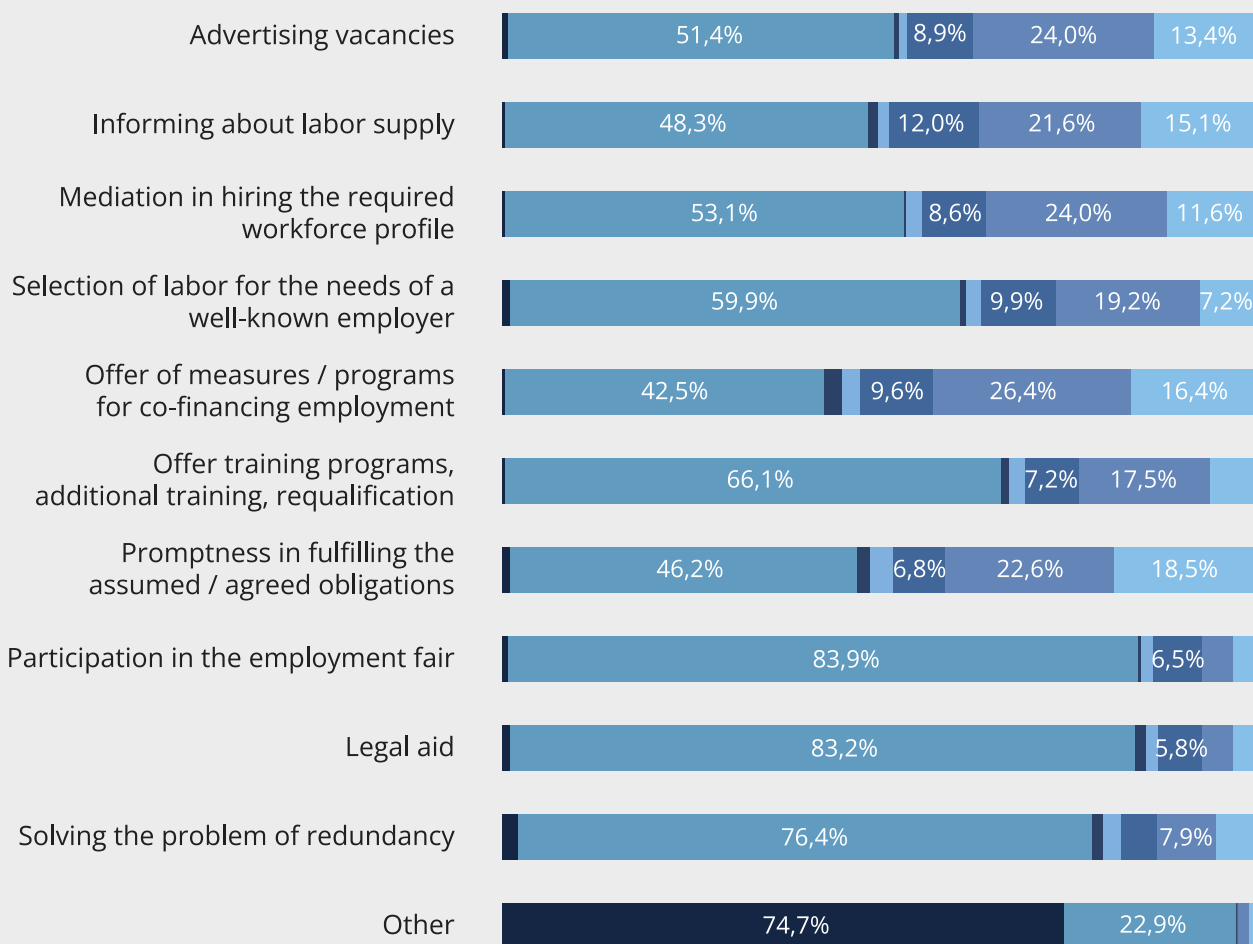
COOPERATION WITH THE SERVICE

Cooperation with the Service

Jobs in the field of employment in Tuzla Canton and the Federation of BiH are divided between the Federal Employment Institute, which, among other things, manages funds to ensure material security during unemployment, monitors, adjusting and coordinates the work of employment services in implementing employment policies and measures and social security of unemployed persons within the competence of the Federation and the Public Institution "Employment Service of Tuzla Canton" Tuzla, which, among other things, provides legally defined rights to unemployed persons, implements active employment measures, and mediates between employers and job seekers. In 2021, about 48% of surveyed employers cooperated with the Employment Service of Tuzla Canton and the Federal Institute. Based on the experiences they had during the cooperation, the surveyed employers are mostly satisfied with the offer of co-financing measures / programs with 42.8%, as well as the promptness in fulfilling the assumed / contracted obligations 41.1%. Satisfaction with the activities of the Service was also expressed by employers in the part of advertising vacancies, 37.4%, information on labor supply 36.7% and mediation services 35.6%. In all other categories, a very small number of employers negatively assessed the services of the Public Institution Employment Service of Tuzla Canton.

Table 51. Cooperation with the Employment Service of Tuzla Canton (n = 286)

If you have used the listed services, please rate on a scale from 1 (I am completely dissatisfied) to 5 (I am completely satisfied) how satisfied you are with the services you have used.	No answer	We did not use	I am completely dissatisfied (1)	I am dissatisfied (2)	I am neither satisfied nor dissatisfied (3)	I am satisfied (4)	I am completely satisfied (5)
Advertising vacancies	0,7%	51,4%	0,7%	1,0%	8,9%	24,0%	13,4%
Informing about labor supply	0,3%	48,3%	1,4%	1,4%	12,0%	21,6%	15,1%
Mediation in hiring the required workforce profile	0,3%	53,1%	0,3%	2,1%	8,6%	24,0%	11,6%
Selection of labor for the needs of a well-known employer	1,0%	59,9%	0,7%	2,1%	9,9%	19,2%	7,2%
Offer of measures / programs for co-financing employment	0,3%	42,5%	2,4%	2,4%	9,6%	26,4%	16,4%
Offer training programs, additional training, requalification	0,3%	66,1%	1,0%	2,1%	7,2%	17,5%	5,8%
Promptness in fulfilling the assumed / agreed obligations	1,0%	46,2%	1,7%	3,1%	6,8%	22,6%	18,5%
Participation in the employment fair	0,7%	83,9%	0,3%	1,7%	6,5%	4,1%	2,7%
Legal aid	1,0%	83,2%	1,4%	1,7%	5,8%	4,1%	2,7%
Solving the problem of redundancy	2,1%	76,4%	1,4%	2,4%	4,8%	7,9%	5,1%
Other	74,7%	22,9%	0,0%	0,0%	0,3%	1,4%	0,7%



■ No answer ■ We did not use ■ I am completely dissatisfied (1) ■ I am dissatisfied (2)
 ■ I am neither satisfied nor dissatisfied (3) ■ I am satisfied (4) ■ I am completely satisfied (5)

Graph 8 - Satisfaction with the services provided by the Employment Service of Tuzla Canton and the Federal Employment Institute

It is especially important to point out that a large number of employers did not use the services of the Service, which in the future opens opportunities for improving the work process in establishing cooperation with employers, through employment fairs, local partnerships and other forms of marketing services to employers and the labor market.

CONCLUSIONS OF THE LABOR MARKET RESEARCH 2021/2022



Conclusions of the labor market research 2021/2022

- *Observing the overview of the most numerous occupations in the records by education as of 31 December 2021, among persons with higher education the most numerous were economists and lawyers, while with secondary education of IV degree the most numerous were gymnasium graduates and economic technicians . Among skilled and highly skilled workers, the most numerous were salespeople and hairdressers. When it comes to scarce occupations, the following can be singled out: tinsmiths, insulators, facades, carpenters and auto electricians for the level of craft educated, i.e. mining engineers, architects, agronomists and computer science professors at the level of higher education.*
- *According to the findings of the survey, it can be concluded that there is a positive trend in the business of companies. In 2021, employers mostly had an increase in business volume and financial results (about 46% of employers), while the decline of business in these dimensions was present to a significantly lesser extent (about 15% of employers). The largest growth in 2021 was shown by employers from the trade sector, while the opposite trend was registered in the construction sector.*
- *In 2022, compared to the previous year, a significantly higher number of employers expects an increase in business volume and financial results (the difference is 28.7 percentage points and 28.4 p.p. respectively). It should be noted that in the field of construction, in relation to the estimation for 2021, there is the “most optimistic” scenario when it comes to 2022, so in that sense, a significantly higher growth in demand for labor could be expected.*
- *Employers are mostly satisfied with the development of the so-called transferable or generic skills in employees. The range of dissatisfaction with the development of competencies ranges from 0.7% of surveyed employers for the dimension of interpersonal and social competencies, to 9.6% when it comes to communication in a foreign language. When hiring new people, the opposite trend was registered and a significantly higher degree of dissatisfaction of employers with the development of skills, especially with the ability to learn, digital competencies and entrepreneurial skills.*
- *Among the occupations with which employers had difficulties in hiring in 2021, the following occupations can be highlighted: simple worker, blacksmith, auxiliary production worker, locksmith, carpenter, merchant, waiter, tailor, tinsmith and electrician.*
- *If we compare the structure of demand for the most frequent occupations, in which employers had problems providing labor, with the number of unemployed on the register, we conclude that among the most numerous occupations on the register are occupations where employers had the most difficulty in employment such as salesmen / traders or a worker for simple jobs. In this sense, it is quite certain that the priority reasons for the inability to meet the needs of workers should be sought primarily in the lack of appropriate knowledge and skills to work in specific jobs but also the conditions offered by employers, especially when it comes to the need for workers to work on less complex jobs of auxiliary workers in production.*

- *About 48% of employers who participated in the survey plan to hire new workers while less than 5% expect redundancies. Thus, in 2022, a positive net rate of job creation can be expected in all groups of activities, and according to available data, probably the highest in industry and construction, because the need for new employment is more pronounced compared to other activities.*
- *In relation to the typology of the most sought-after occupations, it can be said that economic structures are such that they generate primarily demand for labor to perform craft but also predominantly routine jobs that are at risk of extinction in the future, due to automation of certain segments of production or services. As a rule, these are also low-productive jobs in the most common, labor-intensive branches of activity. This is supported by the fact that, according to the groups of activities, among the occupations that require secondary or higher education the following occupations stand out: construction technician, mechanical technician, mechatronic, pharmaceutical technician and master of pharmacy. However, when it comes to more complex jobs at the level of secondary or post-secondary education, judging by the forecasts of employers, it is possible to expect a significantly lower level of demand in regard to skilled and highly skilled workers and occupations.*
- *Over 75% of employers do not plan to hire workers with advanced IT skills, nor the introduction of new technologies or changes in the work process, and therefore the training needs are poorly determined by the need to adopt advanced technical and other knowledge and skills. This fact supports the fact that the industry generates primarily needs for skills that are largely routine and as such are in the long run subject to the risk of quenching needs due to the automation of the production process.*
- *About 20% of the surveyed employers employed persons coming directly from the world of education, although they showed a significantly greater willingness to employ young people without work experience. Of the young people coming from education, employers most often employed those coming from technical and vocational schools, and from colleges, while significantly fewer employed those who came from general secondary schools (gymnasiums) in the labor market. According to the attitudes of employers, the worst preparation for work is provided by secondary vocational and technical schools, the best by higher education institutions.*
- *About 75% of employers are not able to offer (mentor, space and equipment) to internships to students, and more than 80% are not able to organize training or vocational training for the unemployed.*
- *When it comes to vulnerable groups, in addition to young people without work experience, employers have shown greater readiness to employ demobilized soldiers, while the motivation to employ immigrants and victims of violence is significantly lower.*
- *About 65% of employers plan to increase workers' salaries. This indicator will certainly be influenced by the Decision of the Government of the Federation of BiH on increasing the level of the minimum salary for 2022, but also partly by the need of employers to make the offer of jobs in which they had problems finding labor more attractive.*
- *When it comes to the modality / manner of looking for new workers and employment mediation, surveyed employers, with the possibility of multiple choice of offered options, answered that they most often look for workers through personal contacts (88.4% of surveyed employers), while 34.2% use services of Public institutions of the Employment Service of Tuzla Canton.*

- *Based on the experiences they had during the cooperation, the surveyed employers are mostly satisfied with the offer of co-financing measures / programs with 42.8%, as well as the promptness in fulfilling the assumed / contracted obligations with 41.1%. It is especially important to point out that a large number of employers did not use the services of the PIES of Tuzla Canton.*



RECOMMENDATIONS

Recommendations

The recommendations cover three key areas: employment Service services, local labor market policy development and cooperation with key actors.

- *Based on the expressed needs of employers in the survey of employers (both in terms of demand for workers of certain occupations and in terms of required knowledge and skills) prompt contact of the Employment Service with employers is to be initiated in order to help employers overcome the challenges they have in hiring labor.*
- *If there are no workers required by employers in the records of the Employment Service of Tuzla Canton, it is necessary to acquaint employers with active employment measures that are planned to be implemented this year, and consider possibilities for employee engagement in this way.*
- *It is necessary to actively work on increasing the share of the Employment Institute in the labor market by increasing the quantity and quality of advertised vacancies on the websites of the Federal Employment Institute and Employment services, to better mediate, monitor and analyze employment needs, and use / improve technological solutions within the information system for performing these activities.*
- *Continuously improve employment mediation services (contacting employers and candidates, profiling and categorization of unemployed persons, selection of candidates...), and significantly connect mediation and individual counseling services and their integration into financial incentives, i.e. active employment measures.*
- *Implement and improve measures to co-finance employment and on-the-job training for specific jobs (to prevent long-term unemployment, preserve and improve the working abilities of unemployed persons) in accordance with the expressed needs of employers, especially in situations when there are no workers with the required occupation on the register of unemployed persons.*
- *Regularly monitor trends in the labor market (labor needs, layoffs, vulnerable professions, etc.) in time-adjusted deadlines for making plans for the next year, and in accordance with these trends and research findings to create or improve services and active employment measures for the unemployed and employers.*
- *Based on the expressed readiness of employers to organize practical classes for pupils and students, initiate activities at the local level through local employment partnerships (and their establishment where they are not established) and strengthen dialogue between employment services, employers and educational institutions, where solutions would be agreed at the local and cantonal level regarding the organization of practical classes in business entities and other issues related to education and the labor market. Exchange the collected information with the mentioned participants in order to take concrete steps in organizing practical classes for occupations for which employers have indicated that they have the necessary resources.*

- *Inform the cantonal government about the needs for labor force, and initiate the establishment of a system of scholarships for students with deficient occupations at the cantonal level.*
- *Promote information gathered through labor market research, and encourage their dissemination, publication on web portals and submit it to the cantonal government, as well as relevant ministries and institutions and other interested organizations.*

