



FACTORS OF HUMAN RESOURCES DEVELOPMENT INCORPORATED IN MODERN TRENDS OF TEAM WORK

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Key words: *business functions, management, human resources, human factor*

Abstract: *The development of human resources in business and manufacturing enterprises is a priority of every management in our country and in the world. Globally, the market laws of business require high-quality human resources that are willing to operate flexibly and teamly in relation to changes imposed by the market and customers.*

Today, the theory and practice has been updated Human Resource Management to the extent that the human factor, viewed from the perspective of organization and change management, took first place in industrial and other enterprises. The question arises: How is a human factor evolving on the modern business principles of companies that monitor and develop market business laws?

Analyzes and research say that the basis of the organization of work of all enterprises is contained in business functions in their goals and management.

The structure of the human resources management work plan high lights:

- 1. Their development business policy*
- 2. Implementation of quality procedures in the management process*
- 3. Individual and social aspects of people who have a great importance in the TQM concept and others.*

What is being said about individual and social aspects is the decision to be taken and all the actions taken in this regard. The essence is in good management of people who create and support a competitive advantage.

Factors that determine the key determinants of human resources as an imperative of development, in the first place include a long-term period of education, continuously and continuously. The main goal is to implement the activities effectively and efficiently - teamwork in order to successfully conduct complex activities in the function of the business strategy.

Managing change in the field of business functions of human resources, encompasses a number of basic activities that carry out this business function in the process of work through: vision, strategy, flexibility, attitudes, values, beliefs in the reality of success.

In today's business of industrial organizations that are in the IV revolution of promotion, one should emphasize the process in which he evaluated the human factor in parallel with the

evolution of their management. Namely, it was previously considered to be personal management, which was simultaneously used to indicate a specific approach to managing, managing and managing people. Today it is a management team, where a man is the key to the success of all plans, strategies, visions and goals. Team work in the global industry is accepted as the best solution for all work tasks and problems that companies face in today's market.

The main motto of scientists and pragmatists in the world is that: "Every individual achieves more in the team than he could ever". The aim is to reduce costs, shorten the deadlines and motivate and enjoy the work done. The goal is to create effective teams.

1. INTRODUCTION

The business of industrial enterprises in today's conditions implies setting before the management and the general manager the requirements for the efficiency of human resources in both large and small and medium-sized companies.

This suggests that, in addition to the real work of management, it is necessary for the organization - the collective to direct attention to the appropriate - competent people, which are necessary for the normal process of work, and efficient and quality¹.

The basic tasks of the management are:

Planning of personnel, their organization, control and fluctuation (monitoring the departure of old employees and bringing new ones).

The concept of efficient work with human resources should develop:

- Human Resource Planning
- Recruitment
- Selection
- Introducing people in the workplace
- Training and training
- Impact assessment
- Improving, moving, degrading, resolving, and so on.²

The essence of modern success and the competitive advantage of companies is in the premise that the work of people - teamwork should not be limited to workers only, but also to bosses, who in mutual interaction discuss the upcoming tasks in order to perform all activities, tasks and processes more successfully done.

Market environment people occupy not only professionally and professionally but also psychologically, economically, physically, organisationally and in every other way of doing business.

The modern syntagm is to "understand and believe that the results are better when common forces are all thinking about when they plan these returns, connections, systemic integration of the influence of all factors of decision making and the implementation of necessary actions.

The goal is for the employees to clearly, understandably and easily come to the conclusion that "**no one is as good as they are good together.**" Inclusion of all employees, their business and managerial functions, facilities, organizational units, the sector into one homogeneous whole enables people to make efficient and quality decisions about their work independently.

In addition to people - executives of work tasks, top management, chiefs, advisers, managers, shareholders and others play a key role. In most companies, managers and bosses coordinate all processes, but also individuals need to be given more freedom in order to reflect their overall capabilities.

¹ <http://edukacija.rs/poslovne-vestine/menadzment/timovi-grupe-i-timski-rad>

² Draker, P.(2015)., History of management, SAD, pp. 44.

It is known in the managerial business philosophy of Japanese and other companies that teamwork, team building, good atmosphere, climate and culture as well as independent decision-making increases the loyalty and productivity of a company that is focused on production for the modern market³.

2. ANALYSIS OF HUMAN RESOURCES IN TEAM WORK

In determining the key factors of human resources development, it is necessary to define the real state of affairs of the industry. Analyses and surveys say that the company's management does not pay enough attention to human resources that will work with teamwork.

The importance of organizing people for team work is reflected in meeting the demands imposed by the market and harsh competition. A large number of companies have superficially understood the importance of job realization through the involvement of busy and better employees into a homogenous system called etc.

In practice, today is the best solution if all employees work on the principles of efficient and modern **teams**.

Key factors are:

1. Management of organizations achieves successful teamwork based on the principles, approaches and attitudes of leading manufacturers and business companies in the market.
2. Strategically correct goals mean that they must be transparent and accessible to all employees so that the team knows where to go.
3. Management is fully committed to teamwork to bring business success continuously, for it is necessary to have continuous education, training and education of each individual within the team.
4. Improving the new formula for successful team performance should be focused in a coherent way and there is equity among team members.
5. It is necessary to constantly motivate individuals - all human resources so that the team they make can achieve strategically expected successes.
6. The basis of human resources development is the key to employee readiness for all changes in the environment, and accordingly, it is necessary that each manager and leader know the work of their team well.
7. Efficient and quick meetings should be conducted regularly, where management is taken into account in order to praise and reward employees for successful work and achievements.
8. Efficiency and effectiveness of meetings is necessary in order to present new jobs to the team and to include the team in its content, or to process existing obligations to the extent that it is all clear and accessible to all.
9. Evaluation by the management, who needs to assign the role and the work in the team is important. If the wrong person is assigned a certain task, he is suffering whole team. Therefore, the leader must be careful in the division of jobs.
10. Take into account the annual rewarding of your team or the results achieved during the year, or reward individuals for the accomplishments achieved.
11. It is important for a leader to be flexible, to be desirable in the team and to radiate optimism. It must not be compelling, but should support the ideas of all, and to consider the advice of its team.⁴

³<https://www.pexels.com/timski-rad>

⁴ <http://www.poslovni.hr/tips-and-tricks/timski-rad>

3. TOPIC WORK GOALS IN MODERN BUSINESS

Team work brings together and encourages workers to create a positive atmosphere in the company. This means that constructive climate and culture should dominate the business system.

As an important factor management of team work, team work creates the efficiency of the organizational structure of a company that needs to be structured in order to achieve great functionality and quality of total business, products, services, processes, etc.

Modern companies base their work on individuals, and in economic respects they should not ignore the joint work of all employees. Practice shows that objectives, strategy and business policy are only so successfully realized. The basis is that success is more quickly realized in those companies whose management knows it values teamwork, and that it constantly insists on team work by the reputation of successful companies in the world.⁵

Both theory and practice say that teamwork is the driving force behind the success of each company. Teamwork brings together employees, creates a positive atmosphere, and encourages workers to decide on ambitious, securely profitable business. A successful, worthwhile and professional individual will decide for a long time on a demanding project if he knows that he will have support from his superiors, as well as the support of other employees.

The essence is that this largely reflects the managerial expertise and efficiency of performing tasks in as short a time as possible, right on time (JUST-IN-TIME) and high quality TQM.⁶

Modern business is accomplished through the goals that the teams are implementing in the organization. Teams conduct: managing and executing tasks, solving problems and making decisions, enabling people to participate in decision making, distributing jobs, organizing co-ordination, linking information, negotiating or resolving conflicts, strengthening engagement in the company and commitment to the company itself.

The question is: What are the characteristic properties of successful ie. winning teams?

Answers are:⁷

- Special features of a capable person who presides over the team and persons who make up the team
- Very creative and intelligent team members
- Strong and good mental abilities of all in the team
- High personal quality of all other members of the team
- Distributed roles and tasks in a team that are in accordance with the capabilities of individuals and others.

3.1 Encouraging an effective team (group) for the future

The success of the team is measured by invested work in education, learning and further development. It is achieved through the sending of employees to panels, conferences, conferences, congresses, workshops, through the provision of professional and modern literature, and others.⁸

More brainstorming sessions are needed during working hours, where a multitude of developmental and diverse ideas for successful business operations will be heard.

⁵ [http // mariopilar.com / category / management / leadership](http://mariopilar.com/category/management/leadership), 2016.

⁶ Živanović, N., Živanović, V. (2018), Menadžment kvalitetom – Savremeni trendovi Business and Law Faculty, University "UNION - Nikola Tesla" Belgrade, Serbia, str. 37.

⁷ <http://edukacija.rs/wp-content/uploads>, 2014.

⁸ <https://dejlkarnegi/> Filed Under: Motivation Tagged With, 2015.

DEVELOPMENT OF TEAMS, GROUP AND TEAMS WORK

Achieving high profits in organizations is possible with the simultaneous development of teams (groups). This is important because of the division of work and the need for specific parts of the organization to perform specific tasks. The organization's management can divide these units, sectors into teams (groups).⁹

Science and practice confirm the effectiveness of teams (groups) because people are more willing to do more, better, more motivated if they know that they are reluctant and that they are not alone at all. The reason for such a commitment is a positive sequence for employees, as in this case, others are willing to "make an effort" when needed.

Teamwork is an accepted organizational technique as a solution to most of the problems encountered by companies in today's market. Analyses show that each individual achieves more in the team than he could ever achieve himself.

Company orientation to teamwork allows cost savings, reduces deadlines set by contracts with buyers and suppliers of raw materials, and finally brings satisfaction to the results achieved.

The practice is that organizations have the functions of working teams according to the specifics of which organizations are dealing with:¹⁰

- Organization of work and distribution, management and execution of tasks,
- Finding and solving problems and making decisions
- Freedom to people and enabling them to participate in decision-making
- Good communication, coordination and connection
- On-line transmission of information
- Partnership, negotiation or conflict resolution
- Loyalty, strengthening of attachment and engagement in the long run etc.

There are several factors that affect the efficiency of the team and team and they include:
group size

- the expertise and ability of individual team members
- the task that a group should perform
- scope of secured funds and assistance
- respecting the group within its environment
- The style of group management
- interpersonal relationships in the group
- Motivation and rewarding
- stages of group development, etc.

3. MANAGEMENT AND CONTEMPORARY TEAMS

Human Resource Management - teams represent a contemporary and important topic that attracts attention and thinking of a large number of analysts and researchers from around the world. Considering the complexity and the more dimensionality of this phenomenon, which takes place under the influence of various factors and variables, it should be clearly defined, in order to get more practical knowledge of their outcomes. At the same time, their interpersonal relationships should be considered as a system of integrated dimensions, which is a special requirement for leaders and managers to better understand the notion and importance of interpersonal relationships in work places.¹¹

⁹ <http://www.inspiracija.rs/index.php/autori/dejl-karnegi>

¹⁰ <http://edukacija.rs/poslovne-vestine/menadzment/timovi-grupe-i-timski-rad>

¹¹ Carnegie, D. (2014)., How to Stop Worrying and Start Laving, Simon & Schuste, New York

If you look at the Human Being, it represents the essence, the basis and core of interpersonal relationships in teams, and therefore, some analysts describe interpersonal relationships as processes in which leaders and managers in organizations with workers making the team communicate in order to achieve their overall goals.¹²

In this context, the findings of scientists and pragmatists are that interpersonal relationships with teams focus on: the individual, the working group, the leaders and the entire management and the working environment

An individual or a working man, a group, a leader, a management headed by a general manager, each of them, is a human resource and, accordingly, the efficiency of their behavior. This gives a turning factor, which affects the success or failure of the organization to which it belongs.¹³

4. CONCLUSION

From the above it follows that this scientific movement in the organization of the key factors of the team, started to focus more rapidly on developmental and applied research and experiments. The focus of the business industry is on improving production efficiency and studying trends, processes, organization, time, material incentives, work analysis and job descriptions that encourage the formation of modern scientific staff in a given organization.

This helps easier and more efficient conclusion of rules, regulations and administrative decision making systems, as well as administrative sanctions. All given human resource development factors embedded in contemporary teamwork trends are consolidated into a synergetic unit and define the official transactions and functions, responsibilities and duties of individuals in one business production system.

Research by many practitioners is confirmed by the real facts, that the application of new scientific bases must take into account possible shortcomings. Such an approach focuses attention on physical aspects, where humanitarian aspects, moral aspects and human effectiveness of individuals are ignored.

This generates a sense of exploitation and injustice in the individual, which in turn encourages workers to form the so-called. informal organizations in which labor within the organization determines a framework of agreements among workers, in order to create some sort of alignment among members of the organization to solve their problems that are far from the dominance of a formal organization.

Such behavior among employees arouses the reality for reviewing the efficiency of the organization's structure. Attention is paid to the larger humanitarian aspect that relates to the team work and motivation of the team members and does not constitute a mistake as some believe but for sure, it has profound consequences that can have a far greater impact than a material incentive to increase activity.

Some analysts believe that providing an adequate working atmosphere built by the team is a good motivation and incentive to establish good relationships between workers and employers, in which the respect, cooperation and ethics of business dominate, whereby individuals can have a sense of respect and belonging to that environment.

Great scientist Peter. F. Draker argued that people can not replace new technologies in this type of work and in professional jobs in the service of industrial capital that. Technology can not in itself increase productivity, but it is done by modern teams.

¹² James, A. F., Stoner, R., Feeman, E. & Gilbert, D. R. Jr. (2005), Management, Prentice Hall Inc.

¹³ Foy, N. (2015), The Yin and Yang of Organizations (Jin and Yang Organization), Grant McIntyre, China

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ФАКТОРИ НА РАЗВИТИЕТО НА ЧОВЕШКИТЕ РЕСУРСИ, ВКЛЮЧЕНИ В МОДЕРНИТЕ ТЕНДЕНЦИИ НА РАБОТАТА В ЕКИП

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***Ключови думи:** бизнес функции, управление, човешки ресурси, човешки фактор*

***Резюме:** Развитието на човешките ресурси в бизнеса и производствените предприятия е приоритет на всяко управление в нашата страна и в света. В световен мащаб пазарните закони на бизнеса изискват висококачествени човешки ресурси, които желаят да работят гъвкаво и екипно във връзка с промените, наложени от пазара и клиентите. Днес теорията и практиката са актуализирали управлението на човешките ресурси, доколкото човешкият фактор, разглеждан от гледна точка на организацията и управлението на промените, заема първо място в промишлените и други предприятия. Възниква въпросът: Как се развива човешкият фактор върху съвременните бизнес принципи на компании, които следят и развиват пазарните закони за бизнеса? Анализите и изследванията казват, че в основата за организацията*

на работата на всички предприятия са съдържащи се бизнес функции в своите цели и управление. Структурата на работния план за управление на човешките ресурси:

1. Техните бизнес политика за развитие

2. Изпълнение на процедурите за качество в процеса на управление

3. Индивидуални и социални аспекти на хората, които имат голямо значение в концепцията за TQM и други.

Какво се казва за индивидуалните и социалните аспекти е решението, което трябва да се вземе и всички действия, предприети в това отношение. Същността е в доброто управление на хората, които създават и подкрепят конкурентно предимство.

Факторите, определящи ключовите детерминанти на човешките ресурси като императив за развитие, на първо място включват дългосрочен период на образование, непрекъснато и непрекъснато. Управлението на промените в областта на бизнес функциите на човешките ресурси обхваща редица основни дейности, които изпълняват тази бизнес функция в процеса на работа чрез: визия, стратегия, гъвкавост, нагласи, ценности, вярвания в реалността на успеха. В съвременния бизнес на индустриалните организации, които са във IV революция на промоцията, трябва да се подчертае процесът, по който той оценява човешкия фактор паралелно с развитието на тяхното управление. А именно, преди това се смяташе за лично управление, което едновременно бе използвано за посочване на конкретен подход към управлението, управлението и управлението на хората. Днес това е управленски екип, в който човек е ключът към успеха на всички планове, стратегии, визии и цели. Работата в екип в световната индустрия се приема като най-доброто решение за всички работни задачи и проблеми, пред които са изправени компаниите на днешния пазар. Основният девиз на учените и прагматиците в света е, че: "Всеки човек постига повече в отбора, отколкото можел някога". Целта е да се намалят разходите, да се съкратят крайните срокове и да се мотивира и да се наслаждава на извършената работа. Целта е да се създадат ефективни екипи.