

## THE ROLE OF MANAGEMENT IN REALIZATION OF ECONOMIC, SOCIAL AND HUMAN RIGHTS

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**Abstract:** *This document could be summarized into a single description: "using management to improve the implementation of socio-economic and human rights." Why management, among the other things? Answer is in the very essence of this function in every organization where people work. Management is a social necessity, which evolves with the development of society itself, modernizes existing and introducing new features. One of these functions is the promotion of economic and social, and human rights.*

**Keywords:** *management, economic development, social and human rights*

### INTRODUCTION

Factors that determine management lies in the fact that it is a process aimed at achieving of set goals, to achieve these (and desired) goals based on the human resources in the organization. It is a process that covers all parts of the organization; in both profit and nonprofit organizations, and that it is a kind of technology of disposing limited resources.

In simpler terms, the contents of each management function and role is the planning, organizing, and controlling the working process and its outcomes.

Any organization as a subject of economic development within the state as a form of organized society, is composed of people who access it as free, primarily to meet their needs and interests under predetermined conditions of employment contract. They are not „means of production“, „nor funds in production“, they aren't input to transform into the final product according to the will of manufacturers and market demands, but they are capable, creative product manufacturers and operators of means (resources). People are, therefore, essential, necessary, integral part of the organization of society and the perpetrators of the roles and functions in the organization and its environment, while in the organization and outside of it they are in different positions.<sup>1</sup>

Therefore, management must be understood, practiced, and developed in accordance

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<sup>1</sup>Mehmed Avdagić, *Osnove i teorije menadžmenta*, Sarajevo, 2010.

with the type of activity and characteristics of the organization and when there are some common grounds and features. This common, typical component of the relationship between owners, management, employees and government - the government, in which management is authorized by the owner agent to the perpetrators, and an environment that includes the state and its other entities.

## MANAGEMENT AND LEADERSHIP

Contemporary understanding of good managing emphasizes in the foreground concern for human potential, because human potential is what specifically contributes to the quality of achievement in all areas of human work. Such development determined desired profile of a good manager. He should no longer be a leader but a manager. What is the difference between management and leadership (managing), i.e. managers and leaders?

Management and leadership are often in colloquial speech, and often in the literature, used as synonyms. In recent times, however, the specialist literature emphasizes a clear distinction. As the main criterion in their delimitation, the attitude towards people and their values is imposed. Management is mainly associated with the appearance of organizational life, such as planning, analyzing, organizing, financing, supervision, etc., while the leadership/management associated with humans, their behavior, work style, communication, motivation, etc.

In highlighting the differences between managers and leaders often is stated that „the manager maintains systems, relies on control, looks at things in the short term, accept the status quo; the leader motivates, stimulates, gives the energy, looks at things in the long term and has the vision, causes and change the status quo.“ „Managing is carried out over things, leadership over people. The function of the management commands and controls, and function of managing is to explain the direction of changes and attract members of the organization to participate in the process of changes.“<sup>2</sup> Leadership means having enlightened vision of what institution is and what can become, but the ability of directing others to embrace that vision.

Successful management is just one of many skills that a good manager should have. Managers follow regulations and the policies of superiors, and while leaders follow their personal intuition and encourage innovation. While managers are rational, leaders are emotional. Managers incline to traditional solutions, the leaders shy away from them. While manager government people seeking obedience, people follow leader at their choice. Manager uses formal procedures and rational methods, while leader set things in motion and incite passion.<sup>3</sup>

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<sup>2</sup> Middlehurst, R., Elton, L. (1992) *Leadership and management in higher education*. Studies in Higher Education, 17: 3, 251-264.

<sup>3</sup> Green D. Lee MY. Lim AC. Chmiel JS. Vetter M. Pang T. Chen D. Fenton L. Yarkony GM. Meyer PR Jr. *Prevention of thromboembolism after spinal cord injury using low-molecular-weight heparin*. Annals of Internal Medicine. Str. 113, 1990 Oct 15.

Management and leadership are different, but both are important. The challenges faced by modern organizations include the full reality of management, and commitment to prudent conducting towards the attractive vision.<sup>4</sup>

Discussions about the difference between management and leadership/management preoccupied and still preoccupy theorists of organizations. Some claim that management and leadership are inseparable; the other says those are two independent things but with complementary concepts, while a third believes that leadership is only one of the management areas. Still, the attitude on the transfer of the essence to leadership prevails.

## DEVELOPMENT FUNCTION OF MANAGEMENT

Social environment, depending on the achieved level of social development, is the source of social knowledge and skills, which is an important basis of social powers through the application and its important demonstration. The origin of management lies in the power and usefulness of human social skills, because managing, on the one hand, and the knowledge and skills, on the other, inevitably interweaved.

People individually and human society are developing, which means that, over time, reach different levels of development - knowledge, skills, abilities,<sup>5</sup> power and influence, various types of organization and a variety of ways and properties of management. In this sense, **management** is only one form and one phase of development management of social processes, primarily the management of the

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<sup>4</sup> Bolman, L. G., & Deal, T. E. (1997). *Reframing organizations* (2nd ed.). San Francisco: Jossey-Bass.

<sup>5</sup> Learning, Education, Training and Development - CES-Finnish Cooperation in the Education Sector of Bosnia and Herzegovina, Pedagoški zavod Tuzla, "Obuka trenera iz demokratskog školskog menadžmenta," maj-jun 2005, Internet, [www.effectivetraining.org](http://www.effectivetraining.org).

James AF Stoner, R. Edward Freeman, Gilbert, Jr. Daniel R., "Menadžment", Želnid, Belgrade, 2002, pp. 344-364.

Gordana Milosavljevic, "Trening i razvoj", Beograd, 2008, pp. 61-72: "Specificity for education is the effect on people, their abilities and character by creation, selection, interpretation and transfer of knowledge, skills and awareness through the formation of habits, beliefs and convictions."

Also, „... The usual or the most common classification of education according to the criteria of content: general, general professional, close professional, specialist and expert. ... *General professional* education is the broadest educational basis of a profession. This is a link that connects the general education to the general theories, laws and principles that apply within a single profession. ... *Expert knowledge* is the most narrow expertise in volume but the highest level in a scientific field.“

Training in the organization – The same, 70-72: - „The training is a part of the development process, which employees innovate knowledge and skills needed to accomplish these tasks and still is an investment, providing expertise for future tasks“.

specified action of organizing people.<sup>6</sup> However, human life and the life of societies and of human society taken as a whole takes place in many areas of life and activity, including the area of organized labor - a creative work is just one area that has clear terms and expressed properties. It is in this field, the field of industrial production, there is a specific form of management<sup>7</sup> as a specific form of managing.

Aspirations of a management as the structure that manages the organization lies in the fact that current and potential abilities of members of these organizations - human resources must be used as much as possible to achieve the objectives of the organization (company) and that immediate, live, human labor is replaced by technical - technological inventions as much as possible. The era of automation, robots, electronics and lasers proves. Indeed, the scientific - technological progress greatly humanizes the work in the sense that it reduces the physical risk and effort, but tremendously accelerates the production process, increases the consumption of resources in total quantity and increases the possibility of the work and behavior of employees.

In addition, it is the obligation of the strategic management to include the entire collective in the design of successful organization. "Ignoring this fact can lead managers in the situation that the collective, despite the good will, does not understand them and that something like that become one of the reasons for failure. Involving collective in creating organization is not just a need, but also managerial wisdom. The organization is created for people, but no one can create it more effectively than employees who spend their lives in one organization."<sup>8</sup>

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<sup>6</sup> See: *Upravljanje ljudskim resursima i upravljanje organizacionim promjenama*, u: Stoner Džejms A.F., Friman R.Edvard, Gilbert, Jr. Daniel R., „Menadžment“, Želnid, Beograd, 2002, str. 344-370, 378-386. Vidjeti o upravljanju strateškim pozicijama: Mašić Branislav, „Strategijski menadžment“, Univerzitet „Braća Karić“, BK Institut, Beograd, 1996, str. 35-37.

<sup>7</sup> Since the mid of 18th century as forerunners of modern management are Robert Owen (1771-1858), Charles Babbage (1792-1871), Daniel McCallum (1815-1878), who has done much to motivate workers and applying of their inventions. For example, R. Owen has been developing the motivation of workers evaluating each day workers outcome by emphasizing certain colors on a piece of wood on a worker's machine: black - poor; green - good, yellow - very good and white - great performance. Other authors, for example C. Babbage, back in 1922, first invented and show the world a mechanical calculator, and later the first computer that had all the elements of today's computers. In the area of management, Babbage proposed a profit sharing plan, where part of wages depended on the profits realized by factory.

<sup>8</sup> Života Radosavljević i Radovan Tomić, „Menadžment u modernom biznisu“, Novi Sad – Privredna akademija 2006. godine, str. 195.

## **AFFIRMATION OF ECONOMIC AND SOCIAL HUMAN RIGHTS**

The focus of modern development encompasses the entire corpus of human rights, civil and political, and economic, social and cultural rights.

All of these rights, regardless of their content, are based on two principles: the principle of equality between women and men and the principle of non-discrimination on any ground such as sex, language, religion, political commitment and national, ethnic, or social origin. The concept of development based on human rights integrates norms, standards, and principles of international human rights system into the plans, policies, and processes of development, which are placed in numerous international documents. Development based on human rights demands to determine the levels of responsibility for the process of identifying the entities, the holders, and the responsible entities. In this respect positive obligations (to protect, enhance and secure) and negative obligations (to abstain from violations) are equally taken into consideration. Subjects of responsibility are individuals, states, local governments, private companies, donors, and international institutions. Instead of providing aid, the conception of development based on human rights gives priority to training strategies. It relies on right holders who are those that drive development. Therefore, the emphasis is on human beings as the center of the development process. The goal is to empower people to create their own lives and their communities. Therefore, such a development concept calls for participation of local and regional communities, civil society, minorities, women, and other subjects. This presupposes access to information, institutions, decision-making, and creation of economic and other policies. The concept of development based on human rights implies that the creation of economic development arises from the creation of conditions that will provide enjoyment and protection of economic, social, and cultural rights, and therefore, the civil and political rights.

This group of rights includes:

- The right to work and employment and fair compensation;
- The right to fair and favorable working conditions;
  
- The right to protection in the workplace, including the right to strike and association and participation in trade unions;
- The right to social justice, including the special protection of mothers and children, health and social insurance, pension insurance, social assistance, etc.
- The right to access to means of production: land, capital, credit, infrastructure, technology and equipment;
- The right to a decent standard of living and quality of life, including nutrition, access to drinking water and adequate housing;
- The right to health: the right to basic health cares and conditions to lead healthy life, including reproductive and sexual rights;
- The right of persons with special needs (disabled persons);
- The right to education and further education;
- The right to participate and gain the benefits of science and research
- The right to participate in cultural and artistic life

The fact is that the realization of economic, social and cultural rights is largely dependent not only on the will of the state, but also on its economic development and available resources. In this sense, these rights are “long term” and cannot be achieved at once or in the short term. However, this does not relieve the state of obligation to act in this field. Although the degree of implementation of these rights depends on the economic development of countries, all countries, regardless of their level of development, must provide to its citizens at least minimum rights guaranteed by the International Covenant on Economic, Social and Cultural Rights.<sup>9</sup>

When we talk about organizations in which people perform their daily tasks, then we should especially underline that it is precisely in those institutions many of their rights are created. The organization needs to understand better what people want, to try to consult them and let them feel that managers really care about them.

In addition to the individual, there are a group approaches to designing jobs. Thus, instead of one, more task assignments assigned to employees within the integrated working groups, and determine purpose of autonomous working groups, and the employees themselves determine the work tasks, holidays, etc.

Managers and management style are also very important factors of building a comprehensive motivational system, because they by understanding what people want, significantly influence their organization and operation of the employee’s motivation. In the area of management style, democratic style has the highest motivating potential as managers realize that strengthening their co-workers they strengthen themselves.

Participation as the degree of participation of employees in decision-making on important aspects of the business significantly influences the raising employee motivation, and overall development of creative potential of people, improving the quality of decisions, and overall organizational success.

Management by objectives is an important strategy in modern management in raising motivation, quality of decisions, human resources, and flexibility and responsiveness to changes in the environment. This is approach that set organizational, departmental and individual goals, which are the basis for establishing action plans for their implementation, monitoring, evaluation and rewarding performance through cooperation and participation of all stakeholders. This will identify areas of accountability and standards of behavior for each unit, with periodic transferring those goals into measurable, time-specific goals.

Those are very important for employee motivation and other non-material motivation strategies, such as flexible working hours, recognition of success, feedback to the employee for its work, and organizational culture of companies. One of the biggest problems is the resistance of the workers themselves who often do

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<sup>9</sup> <http://www.fes.ba/publikacije/2010-12-EU-monitoring-O-ekonomskom-.pdf>

not believe that the system of incentive compensation is objective and honest. It is therefore an important condition of success of incentive compensation to gain the trust of employees in that system, a necessary condition is that they are well informed. Thus, for example, salary system should be supplemented by a well-designed job, not to be compensation for a bad design job.

Very widespread motivation mechanisms are security and continuity of employment, awards, promotion, greater informality and social equity, removing the formal, functional status and barriers to communication, and others. In other words, maximal affirmation of the individual - human and common - social rights.

Search for the opportunities to increase motivation and interest for the development of the employee organizations has led to a complete reorganization, changes in climate and culture and relations in modern enterprises, which can be further attributed to another function of management, which is creating the conditions for the promotion and development of economic and social - human rights of employees.

## **RESUME**

Management, the overall economic development of society, and integration of world economy and the economy certainly is evolving and its functions take on some new qualitatively contents. The fact is that modern business increasingly not tolerates any discrimination against people as individuals, or endangering human and social rights. If that happens, then the administration of companies and its managements assume the risk of conviction of a wider social and international environment, and the market does not accept such companies any more. Therefore, it becomes very questionable “the cost” of such processes, and more attention in modern business and progress of work processes and activities is dedicated to human resources and work force as a creative source of economic power and competitiveness. This results in a completely new approach to promotion of social and human rights of employees whose knowledge is increasingly becoming the working capital of modern companies. That is why the function of management as a generator of affirmation of economic, social and human rights of employees is becoming necessity of modern business and economic trends.

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