

NEW BUSINESS AND SOCIAL RESPONSIBILITY OF A MANAGER

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Abstract: *What makes a good company, an idea or a successful career, a winning team, or a brilliant product? The answers to these questions provide a number of participants and business process owners, customers, managers, employees, suppliers and other users. All of them via their (dis-)satisfaction rewards or punish the enterprise systems harshly denounced due to management fraud, cook the books, failure to protect the environment or non-compliance with social standards. How will the manager treat employees depends on the legal market and business conditions, conditions of specific internal regulations of companies, market position, company, requirements and expectations of the owners and the environment. The paper discusses the fundamental ethical duty and moral responsibilities of managers. Teach the principles and analyzes the hierarchies of social responsibility. Define the processes, principles and satisfaction of stakeholders in the chain of social responsibility, and provide some recommendations for the design of jobs in the economic practice.*

Keywords: ethical duty, moral responsibility, management.

1. NEW ETHICAL DUTIES AND RESPONSIBILITIES OF MANAGERS

In practice, much of the terms which tries to highlight business ethics, shows that there is still no clarity or consensus when it comes to economic ethics, even among scholars, much less those from the world of practice. One thing, however, is still common despite the different starting points and different focus of activity. Always it is the responsibility carried by the company or management. Responsibility is more than the fact that someone as an individual or organization is willing to take responsibility, but it may even be required, but also "prescribed". This becomes the new business motivation and commitment of employers and managers to responsibly and ethically behave and act morally.

Properly understood, ethical management must clearly define the rules of the game and establish them throughout the enterprise through a comprehensive communication and interaction processes in human resources management. Business ethics that regulate dealings with customers, shareholders and employees is opposed to the "petrified" principles of continuous learning process that requires continual work. For the successful implementation of business ethics, it is necessary:

- To set up clear rules,
- To define codes of action,
- Regular monitoring of the implementation of rules that have been set
- Definition of sanctions in the event of undesirable behavior

Professional and sophisticated managers in contemporary business conditions, are applying methods and concepts which are more directed to the people and less to material factors of the organization¹. General Manager or CEO of the company conducts its business, set goals, supervises the business affairs of society and represents the company. In making decisions, implementing business policies and control over operations, the fundamental obligation of managers is to take care of long-term interests of company, the satisfaction of all stakeholders and increase economic efficiency for the benefit of shareholders. From all managers in the business system are required to conduct its operations according to the principles of increased attention, good and prudent business, personal independence and professional responsibility.² The management of the company conducts its business independently and at own risk, and makes all decisions solely in its discretion. The existence of consent or other authorities does not exclude the liability of board members to conduct business properly and with diligence. In carrying out its tasks, management board is not bound by instructions of other organs of company, or even the instructions given by majority shareholders or the supervisory board.

The board is required to always act in favor of the company and the shareholders, taking into account the interests of employees and other stakeholders of the wider community, in order to increase the value of company assets. Management cannot delegate its powers to manage the company's business to any other body of society. Affairs of government should be prescribed in the internal rules of procedure, in order to clarify the powers and duties. Statutes, association, or internal rules of administration, approved by the supervisory board or other competent authority should regulate the manner of cooperation among members.

Board members should be focused on managing the company and shall, except the conditions prescribed by law, to fulfill other requirements in accordance with the requirements of the position of board member in a particular society, which may be prescribed by the statute of the company or by a special decision of the competent authority. Board members should strive for maximum independence in relation to individual shareholders or groups of shareholders and stakeholders should be aware that, once appointed, are equally responsible to all shareholders. If the board member is exposed to pressure or restrictions imposed by the shareholders or stakeholders, which affect the performance of its duties, it is obligated to take an independent stance in voting, or resign, depending on what circumstances dictate.

2. SOME RECOMMENDATIONS FOR THE JOB CREATING AND SATISFACTION OF EMPLOYEES

To most of the employees, the most important element of satisfaction in the workplace is a salary. When an employee is properly paid for its work, it feels important and appreciated. The possibility of personal growth and competency development as an element of satisfaction is not lagging behind a salary regarding the importance. Job security is also among the most important elements of satisfaction.³ Each worker begins to treat customers

¹ Radosavljević, M. and others, Innovativity and motivation as the key factor of success, International journal of economics and law, Vol. 1., No. 3, Novi Sad, 2011.

² Corporate governance code for managing companies in which the Republic of Croatia has shares, "Official Gazette", no.:112/10

³ www.mojposao.hr (20 May, 2011)

as its manager and business entity related to him. It is extremely important in business relationships to create a pleasant working atmosphere.⁴

Health and safety at work in most countries is strictly standardized⁵. Customizing the work area and equipment to people of different sizes and capacity require relevant anthropometric data and processes of designing the workplace.⁶ Ergonomic recommendations exist to make work environment enjoyable with their usage. Among the working conditions that make us happy and active are clothing, daylight, colors, noise and air-condition whose main components are temperature, humidity, air movement and quality of the surrounding area. For the limited purpose and scope of this paper, below we will give recommendations for the design of workplace for the business office jobs, air temperature when sitting at work, recommendations for work in hot conditions:

a) Sedentary jobs in office

For jobs that involve little or no physical work the following recommendations may be given:

- The winter air temperature should be between 20°C and 21°C and in summer between 20°C and 24°C.
- Temperature of environmental objects and surfaces should be approximately the same as the air temperature. The difference should not exceed 2°C or 3°C. None of the surfaces (e.g., the outer wall of the room) should be colder than the air for more than 4°C
- Relative humidity in the room should not be lower than 30% in winter, because of the danger of drying respiratory tract organs. In summer, the relative air humidity usually ranges between 40% and 60%, which is considered comfortable
- Movement of air in the level of the head and knees should not be greater than 0.2m/s. It should be emphasized that the preferred temperature slightly different among different regions and countries, mainly due to different habits of dress

b) The recommended temperature for physical work

As people are physically active, they generate more heat. If you want to feel comfortable, the room temperature should be reduced, so it would be easier to release excess heat. When the relative air humidity of 50%, different kinds of physical activities require an air temperature in the room, as shown in Table 1.

Table 1: Types of activities and recommended room temperature

Job Type	Temperature in degrees C
Intellectual work, sitting	21
Light physical work, sitting	19
Light physical work, standing	18
Heavy physical work, standing	17
Hard work	15

Source: Karl Kroemer and Etienne Grandjean: *Fitting the Task to the Human*, Naklada Slap, Jastrebarsko, 2000, p. 385

⁴Vlado Galičić, Slobodan Ivanović, *Menadžment zadovoljstva gosta*, Sveučilište u Rijeci, Fakultet za menadžment u turizmu i ugostiteljstvu Opatija, Opatija 2008., str. 130

⁵Svjetlana Šušković: *Zaštita zdravlja i sigurnost na radu*, Timpres, Zagreb, 2006., str. 73

⁶Karl Kroemer i Etienne Grandjean: *Prilagodavanje rada čovjeku*, Naklada Slap, Jastrebarsko, 2000., str. 59

c) Recommendations for work in hot conditions

- Acclimatization to heat is required and can be achieved gradually in stages. It should begin with periods amounting to 50% of working hours in hot conditions, and gradually increase to 10% every day. The same procedure can be applied to persons who are returning from illness or prolonged absence from work.
- The higher the thermal stress and the greater physical exertion in hot conditions are, pauses should be longer and more frequent (cooling periods). If the thermal limits are exceeded, the working day must be shortened.
- Workers need to take small quantities of liquids at short intervals, not more than 0.25 liters at a time, and one cup every 10-15 minutes is recommended.
- If a larger quantity of fluid is needed, it is best to drink purified water, and perhaps the occasional cup of tea or coffee. Tepid or hot beverages are faster absorbed by the digestive tract than cold drinks.
- Drinks with ice, fruit juices and alcoholic beverages are not recommended. Milk and dairy drinks are also not suitable for work in hot conditions, because they put additional stress on the digestive organs.
- Drinking water should be close to work so that workers can drink whenever they feel the need.
- Where the temperature of thermal radiation is excessive, worker should be protected using eye protection, protective clothing, and screens from the dangers of skin and eye burns

d) Recommendations for the lighting of the workspace using daylight:

- High windows are more efficient than wide as daylight penetrates deeper into the room. The depth of the window should not exceed 300 mm.
- Thresholds of the window should be at table height. If the window extends below the height of the table, during the winter can cause chills and cause glare when people look down, e.g. when reading.
- Distance from the window to the workplace should not be greater than twice the height of the window.
- In the working areas, the surface of the window should be about one fifth of the floor. This is the general rule that can be adapted to the conditions.
- Glass must admit plenty of light. Usually glass windows have permeability greater than 90%, while the glass ornaments, glass bricks or special insulating glass against heat leak has permeability 30% - 70% of light.
- Effective protection against direct sunlight, and against heat radiation coming from the window, should provide good visibility and comfort in the room. The most efficient method that can be used for this purpose is the adjustable external sun protection, such as blinds and shutters.
- Every window should receive light directly from the sun, and it is desirable that a portion of the sky is seen from each position.
- The nearest building should be located at least twice as much as is its height, which remains a desire that is hard to fulfill in modern cities.
- Pale colors should be used in the areas and in the yard, so they could reflect as much daylight as possible.

All outlined recommendations make people happy at work, and only a satisfied employee can give the results above the average.

e) Recommendations for the scheduling of working hours

Shift work involving night shifts is socially unfavorable and often leads to health disorders, which can rightly be regarded as occupational diseases.⁷ Rutenfranz and Knauth and in this context emphasize the following fact, "from the standpoint of medical industry standards, continuous production can be allowed only in cases where it is essential for the production process. Its introduction just to increase profits is unacceptable."⁸ Since there is no way planning to shift work to cover the 24-hour work day, and would also significantly reduce the risk of occupational diseases, it should be introduced only where necessary and with utmost caution. Especially night shift work can have specific negative effects on health of women, especially those who have children. If the night work shift is inevitable, it is necessary to consider the following recommendations:

- The organization of working time should take into account personal preferences of workers
- Many older workers prefer the earlier start of work, and are less prone to shift work than younger shift workers are
- Continuous night work should be accepted by workers
- Regular health examinations of workers should be carried out after the 40 years of age
- The night shift should not be placed on workers aged below 25 or above 50 years of age
- Workers that are inclined to stomach or intestinal diseases, and emotionally unstable people, who are prone to psychosomatic symptoms and sleeplessness, should not work the night shift
- Working in three shifts, which varies according to the principle 6-14-22 hours, would be acceptable if it is changed to 7-15-23 or 8-16-24 hours
- Short rotations are better than long-term
- Ongoing work at night without rotation should be avoided
- A good system of shifts rotating includes individually spaced night shifts in time or a 2-2-2 or 2-2-3 rotations
- When it comes to one, two or three consecutive nights, they should follow immediately after at least 24-hour rest
- Each plan of shift work shall include free weekends with at least two consecutive days off
- Each shift must include a long break for a meal, to secure adequate nutrition

Some workers can adapt to continuous night work, but even among them, certain health problems occur. If the work should be done at night or in a continuous rotating shifts, it is necessary to follow certain rules in order such work could be acceptable.

f) Recommendations for the determination of colors in the workplace

Before you begin to plan the color of the room must be thoroughly analyze its function and method of use and structure of work to be performed in it. After that, it will be possible to plan the color in relation to psychological and physiological factors. For example, whether the job will be monotonous or will set high demands on the concentration of workers? If the

⁷Vidoje Vujić, Đuro Tabaković, Zoran Sušan: Europsko radno vrijeme i mišljenje radnika, "Kadroviрад", Zagreb, br. 4/91, god. 21., str. 157

⁸Rutenfranz, J. And Knauth, P.: Rhythm us physiologie und Schichtarbeit, Viena, 1996., str. 131

job is monotonous, it is advisable to include some areas with exciting colors, but only a few surfaces such as pillars or columns, doors and wall partitions, but not large areas such as the main walls or ceiling.

If the job is of such nature that it will put great demands on the concentration of workers, the colors should be chosen carefully to avoid unnecessary dispersion of attention and harassment. In this case, walls, ceilings and other structural elements should be painted with light colors that do not attract attention, as far as possible. If the study room is very large, it can be visually divided by using different colors, making it less boring. Walls and ceilings that are painted yellow, red or blue, can be very attractive at first glance, but as time passes, they can pose a burden on the eyes. Therefore, these facilities often become uncomfortable after a certain time. More intense colors can be safely used on the premises to be used a short time, such as lobbies, hallways, restrooms and storage. In these cases, strong colors can help to "come alive" and to become comfortable. Certain colors have special psychological effects, which are more or less the same character in people of similar culture and education, though among them there is great individual variation. The most special effects related to the perception of distance, temperature, and some mental states summarized in Table 2.

Table 2: The psychological effects of the colors on the effects and experiences of most people in European countries

Colors	Effect on distance	Impact on the temperature	Mental effect
Blue	Far	Cold	Comforting
Green	Far	Cold neutral	Very comforting
Red	Closer	Hot	Very stimulating and disturbing
Orange	Much closer	Very hot	Exciting
Yellow	Closer	Warm	Tiring
Brown	Much closer	Neutral	Comforting
Purple	Much closer	Cold	Aggressive and disturbing

Source: Adapted from Karl Kroemer and Etienne Grandjean: *Fitting the Task to the Human*, Naklada Slap, Jastrebarsko, 2000, p. 408

The human eye perceives the greatest contrasts between the colors yellow and black, because the brain adds the effects of color and intensity. However, one of the biggest dangers in the planning of color, especially in determining the striking colors, is an exaggeration. If you have many visual stimuli in many different colors, then the whole working place is looking disturbing and confusing. The colors should not be exaggerated. The most important physiological requirement when using paint is moderation, with three or more than five striking colors at each workplace. This also applies to the colors in school and college gyms, restaurants, homes and anywhere people work or relax. More freedom in the use of color is allowed when decorating shop windows and setting up the exhibition, where it is necessary to attract the customers.

Colors affect mental processes, and thus the behavior of individuals. Colors in the room can also create psychological effects, such as excitement and feelings of comfort or discomfort. Because many facilities serve distinct functions, their colors have not only aesthetic effects. Their physiological and psychological effects must also be taken into account. However, there is always a very large range of freedom in the aesthetic considerations. All dark colors are depressing and tiring. They absorb light and are difficult to keep clean. All bright colors

are lively, warm and cheerful. They reflect more light; illuminate the space and are easy to maintain cleanliness.

g) The impact of music on work performance and employee

Music at work can help to create a pleasant but not intrusive atmosphere that stimulates employees. The selected music can be intrusive and disturbing; it attracts attention and interferes with play, so it should listen only to certain part of working hours. Working day can start with cheerful music and the rest of the shift can have four periods of 30 minutes of light music. The rhythm should not be slow, somnolent, or too fast, because it can act exasperating. Well chosen music that attracts attention, can adversely affect the continued operation of provoking emotions and physical activities that are not in the function of work. So, which (if any) music to choose for the work is very difficult question, and the answer can be partially provided by the inclusion of workers in the decision, the selection and presentation of music.

In order to assure success, the companies has to develop more agile way of the organization wich is in accordance with bigger level of complexity of the business environment, even for the most companies this is still the aspiration then the reality⁹

3. RESUME

Managers, as well as representatives of the owners, do their job well if manage to get more out of employees at mutual satisfaction. In business relations, staff primarily cares about salaries and benefits, i.e. material factors, but in recent times, increasingly important place is occupied by intangible factors such as sense of belonging, working conditions and management style. Among the working conditions that make us contented are active working time arrangements, the arrangement of space, daylight, colors, noise and music. All these factors not only affect us all, to approximately similar fashion, but they become the basis for competitiveness and development, and a new concern and responsibility of business managers.

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⁹ Kopilović, R., and others, *Leadership in contemporary organizations*, International journal of economics and law, Vol. 1, No. 3, Novi Sad, 2011.

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