

TRENDS IN HUMAN RESOURCE MANAGEMENT

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***Abstract:** Human resources are the wealth that an organization has, or that it is available to it and that is in the people, and something that people bring with them. Emphasizing that it is "a wealth" or "equity" of a company, means that human resources cannot be simply reduced to "labor" or "labor costs." It is important, therefore, to treat human resources as an asset that should be preserved and enhanced, make it worth investing in and make it to be something that cannot be managed simply by reducing costs or to allow the increase of labor costs, regardless of wasting that wealth. As our main hypothesis is based on the fact that the modern human resource management is new, challenging and important concept of human resource management, which a company uses to achieve its strategic goals, while evaluating people as its most valuable resource, in this paper the focus will be on the latest trends in this field.*

***Keywords:** talent management, human resource management in the future*

INTRODUCTION

Modern managers spend much of their time interacting with the people around them, clients, associates, colleagues in a company. Successfully fulfilling the role of manager means effective communication in all these interactions.

Functioning of a company cannot survive without adequate productive resources, and people, with all their abilities, are one of those resources called human resource. Human resources are very important for the company. People affect the economic efficiency of enterprises. They create and produce goods and services, control quality, sell products, manage finances, and set the overall strategy and goals of the organization. Without effective people, the company could never accomplish its goals.

For a company to survive, develop and grow it is necessary to pay attention to the management of human resources, which are the most important resource of modern business. In order to offer high quality products and services, a number of employees that match the scope of work, knowledge, personalities, and requirements arising from the content business and company goals are needed. From employees are expected not only physical strength, working knowledge, obedience, but also technical and professional skills, creativity, innovation, high motivation and appropriate organizational behavior. Employees will express and develop their full potential only in the organizational environment where sufficient situational leadership is provided, motivating of employees with respect to their individual needs, with open channels of communication in both directions, as well as the democratic culture and climate. "Motivation is the psychological characteristic of humans that determines the extent to which a human is committed to activity. Motivation is one of the most important factors in the advancement and education of the individual. Development of general and specific skills and knowledge of the individual in the learning process depends on the motivation", states prof. Kastratovic. [1]

No matter what business you are dealing with, all managers and leaders have the same obligation and that is to bring jobs to the region, i.e. that the results of their work are to be seen. To achieve this, except the high level of organization and talent, a good planning and delegating

tasks, it is also very important to be ready to take action and get moving their own employees. This initiative and the ability to turn ideas into action is the key to success.

Managers who want to achieve such results should not wait for the perfect conditions. If you are a manager and you are waiting to put all the pieces together, then surely you will not have your 15 minutes of fame. There will always be something that will stop you or will be used as an excuse that you could not do what you needed to do. There is no ideal time to begin the work, it is necessary to take action right now and face all the obstacles that arise. Each obstacle in fact is a challenge to win.

The goal of the modern human resource management is to predict the future and to create such a position, in which the person will do best he/she can.

CAREER PLANNING AND DEVELOPMENT

Career development aims to connect the needs, knowledge and skills of the current and future needs of the company (the right people at the right time in the right place). It is a continuous and organized process based on the premise that people are the most important resource in a company. It is important to emphasize this is a dynamic process that lasts a lifetime, and in which there are five different stages, characterized by different goals [2]:

Preparation for the job - the stage where the emphasis is on the development of personal professional image, evaluating alternative professions, creating an initial occupational choice and acquisition of appropriate education

Employment – this stage encompass collecting job offers, the choice of a suitable job based on the collected information. This is a very important stage, because the individual is employed for the first time and has high expectations.

Early career – this stage encompass learning work, organizational rules and norms of behavior, fitting in the selected profession and organization, increasing competence and achieving personal goals.

Mature career – the stage of early career assessment, reaffirming or modifying personal goals and selection of goals more appropriate to middle age

Late career - the stage of maintaining productivity at work, maintenance of complacency and preparing for retirement

Career management is the process in which enterprise management is planning and following, evaluates, deploys, develops and directs employees and their potentials in order to provide the required number of qualified people and optimal utilization of their knowledge, skills and abilities.

KNOWLEDGE MANAGEMENT AS A HUMAN RESOURCE

What is "a learning organization"?

The basic definition would be: "A learning organization is one that simplifies the process of learning to all its members and continuously transforms itself in order to achieve

superior performance," [3]. Today, knowledge is a key organizational resource. Modern organizations are increasingly dependent on knowledge and less on the financial and other resources. Therefore, management as science turns to knowledge, to study new skills and new business opportunities. As V. Krmpot states: "Knowledge is an economic factor which does not get depleted by use; on the contrary, the value of knowledge for a certain economy stems from sharing knowledge with others".[4] Managers tend to be first and best in the business, the first to reach the new information and new products to sell on the market. Moreover, most importantly, we all want our product to be well known, sought after in the market, and sold well, of course.

Knowledge management involves the adoption of collective knowledge in order to achieve the business objectives of the company. In short, knowledge management has a role to ensure that people have the knowledge they need, where they need and when they need it, i.e. the right knowledge at the right place and at the right time. [5]

The goal of modern organizations is that all business processes are seen as a process of knowledge. This includes creation of knowledge, its expansion, upgrading and implementation throughout the organization. Modern organizations are looking for ways to create additional value through the identification, implementation and use of knowledge in a unique way, a process that is partly science, partly art and partly luck. Organizations and managers need to strive for the creation of more explicit knowledge, which is collective by its nature. Learning strategies should be focused on the future in terms of both explicit and implicit knowledge. [6]

TALENT MANAGEMENT

Talent management is defined as the process by which employers anticipate and meet their human resource needs. As already mentioned, the main challenge and aspiration of every modern organization is to provide the right people with the right skills at the right place, which is also the general definition of talent management [7]. During recent years, experts from various fields realized that good talent management is extremely important for productivity and employee motivation. However, a great importance was not paid to the impact that talent management has on the perception of the management by the staff, the level of job satisfaction and staff turnover.

Experts say that people naturally want to get feedback on their work and want to know what to expect in the future, and companies are aware of this and take care of this, so they have an advantage over their competitors. Such companies will achieve better results, employees will be more loyal, and employment and training costs are going to be lower.

Here is the example of what is happening in our country, Serbia. Young people, young talents, our children that finished colleges here and wait on the lists of the employment bureau leave the country because the world is crying out for our people, for our experts, which largely abandon us because here won't or cannot see their talent.

CONTROL MECHANISMS OF HUMAN RESOURCES MANAGEMENT

Human resource management, under this name, occurs in organizational theory and practice in the early twentieth century. Human resource management is a part of the management sphere and is based on the theoretical and practical knowledge in the field of

psychology. The question that often arises is whether this branch of organizational science is just the new name for the former personnel service.

Human resources management is no longer the extra service or function; rather it is an integral management function of a major importance and requires strategic vision. Even Nokana noted the skills of the companies to transform tacit (hidden) knowledge into explicit one, which is the crucial thing of human resources. [8]

Practice has shown that management usually begins to take notice of this logic by examining its policy of human resources only when the company is under intense external pressures. Under the burden of fighting to maintain competitiveness, companies that are most vulnerable tend to easily and incautiously import some popular models of human resource management, even when doubts about their applicability to their situation. They usually have little time, money and will to engage in long-term systemic changes. When they were able to continually build their human resource management policies, at the time when they were not affected, the companies failed to realize the reasons for its review. Such companies realized that people could be viewed as an asset, not simply as a cost of the company, no less than is the case with the factory plants, in the physical sense, or financial resources. They, moreover, understood that human resources are the safer backbone of the development than natural and financial resources.

Modern management concept, which manages human resources, is engaged in strategic, individual and social aspects of people in the organization. In addition, this aspect of management takes into account the competition including decisions and actions in managing people who create or support a competitive advantage.

Human resources department within the company ideally should include a team of experts, psychologists for jobs analysis process, selection of candidates, training new employees, orientation and retraining of workers, legal services, as well as the HR team should function as eyes, ears and voice of all employees. However, many companies opt for the option of engaging specialized agencies for human resources, which are in striking expansion.

Current trends are moving towards active job search, so many agencies are working not only for clients such as large companies, but also for individuals seeking the appropriate employer according to desires and abilities of the candidates. All those who are looking for a job for a first time or are between jobs, probably have so far met with some of these agencies, or have already become a part of large databases - human resources database.

Human resource management will have to become "more human", i.e. will have to show more understanding to meet the needs of the employees. In the future, human needs will become an increasingly important element of human resource management. In a work environment where knowledge and intellectual capital are human resources, employees will have more opportunities for mobility. Talented employees will have the opportunity to choose and often change jobs, and employers will seek to meet their personal and professional needs, and to provide an adequate labor force.

The review of the experts' forecasts from the human resources management published in the October edition of the famous "Workforce Management" magazine [9] confirmed this. The survey was conducted in order to forecast the future situations in six specific areas of human resource management:

- *The flexibility of the job,*
- *A global business,*
- *Work and Society,*

- *Staff development,*
- *Definition of tasks,*
- *The strategic role of human resources management*

A control represents the last stage in the process of management. The activity involves observing and explaining the possible deviations in relation to what is planned, and takes corrective actions. A control is closely associated with the planning phase, as it can be controlled just as planned. The importance of control is to promptly detect and explain deviations and proposing corrective actions contribute to achieving faster and better planning decisions. The existence of the authority of its implementation can punish or reward individuals.

As the essential characteristics of the environment in which operate the modern management of the company, we need to specify:

- Existence of competitive conditions,
- Domination of the economic criteria of business in the company,
- Existence of dominant share capital,
- That managers are professionals, i.e. there is an organized work regarding their education,
- There is a securities market, etc.

ELECTRONIC EVOLUTION AND HRM REVOLUTION

In our organizations, usually the first form of the electronic communication with employees and between employees begins with the classic e-mail messages (usually disparate e-mail addresses through various Internet service providers), this step represents the next stage in the development of relationships with employees using electronic resources.

Domestic development of use of electronic resources in communicating with employees usually do not start by creating internal network (usually, a system of connecting computers via intranet) for connecting business processes between employees. The reason for this is not material, but the fact that computerization is not seen as an investment rather as an expense. These organizations successively acquire computers positions, often not connected, with a great number of internet access points.

Then follows the creation of an intranet network, through which the exchange of e-mails between employees is performing. At the start, these networks usually do not have specific applications that monitor a complete business process (ERP - Enterprise Resource Planning/software). After that, the networks in the dislocated parts of the organization are developing, which are interconnected via the Internet (so-called Extranet). Some firms that have such facilities do not use them in the best way. However, there are exceptions, which can serve as a good example of Internet e-mail and intranet paging communications (www.icq.com), where there are detailed procedures of communication between jobs, and ways to communicate with the top management.

RESUME

Everything mentioned so far is the basis for management development. Management is a method of managing organizational system, and therefore companies as carriers of economic activities in terms of market forces.

The modern concept of human resource management involves a systematized knowledge of the human resources management, its elements (structures and processes) and the relationships between them. [10]

To make this concept a practical and applied, it is necessary, in addition to providing the optimum number and structure to ensure the development of corporate culture in line with the needs of the organization, the selection of appropriate models to motivate employees to work, improving interpersonal relationships, the constant development of enterprises and employees. However, in order to achieve this goal, following prerequisites are necessary: optimization of the organizational structure, the application of a process approach in organizing administrative processes, redistribution of responsibilities for decision-making on human resources through decentralization of authority and increasing responsibility for decision-making and behavior of employees, the establishment of appropriate specialist human resource teams, and most importantly, the development of human resources should be treated as a priority job.

The reasons for introducing the modern concept of human resource management are many. First of all, it can provide better operational effects, increased productivity, faster adjustment of the company to the environment, steady and consistent growth, maximize the use of the creative potential of employees, long-term assessment of human resource needs, effective and efficient decision-making on human resources, increase the level of motivation of employees, etc.

Human resource management is gaining importance in domestic enterprises and there is a justifiable need for the introduction of its modern concept. Necessary changes are developing slowly, but given the fact that the knowledge in this field increases on a daily basis and that significant changes are taking place in the education of managers and HR professionals, the trend is improving. Many owners and top managers realized that the key of the successful business and maintain competitive advantages is in human resources management and its continuous development.

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