

HUMAN RESOURCE MANAGEMENT

MENADŽMENT LJUDSKIH RESURSA

Z. RAJIĆ, S. JELIĆ, D. ŽIVKOVIĆ, B. DIMITRIJEVIĆ

Faculty of Agriculture, Belgrade – Zemun, Serbia
Corresponding author: Zoran RAJIĆ, e-mail: zorajic@agrifaculty.bg.ac.yu

Abstract: Limitation of resources and its rational utilization represents the main obstacles to development of households. This paper emphasizes the lack of labour force and its unsatisfactory qualification structure, with which, under given circumstances, managers have to achieve as good results as it is possible. To get closer to that goal, the labour force managing process should start with labour force selection and evaluation of its work. The best results have been achieved with combination of scientific methods, long – term personnel planning, objective evaluation of the work and inclusion of the workers in evaluation process. The goal of all the methods is to identify the bad and the good sides of the workers, to propose how to dispose the bad and how to improve the good sides and that way to increase the labour productivity.

Apstrakt: Ograničenost resursa, njihovo racionalno i celishodno korišćenje predstavlja jednu od glavnih prepreka razvoju gazdinstava. Konkurentske prednosti na tržištu se ostvaruju u zavisnosti od svih oblika kapitala, mada treba imati u vidu da menadžment ljudskih resursa postaje, u poslednje vreme, najznačajniji deo menadžmenta. Mnogi poslodavci se u sadašnjim uslovima suočavaju sa nedostatkom radnika adekvatnih znanja, veština i sposobnosti. Pomenuti nedostatak se pojačava kod visokokvalifikovane radne snage koja nije zainteresovana za rad na gazdinstvima, posebno onima koja su udaljena od gradskih sredina. U tom slučaju gazdinstva se moraju okrenuti postojećim kadrovima i pomoći im da steknu dodatna znanja. Preduslovi uspešnog upravljanja su opšta podrška gazdinstva aktivnostima povećanja znanja, organizacija u kojoj se ne komunicira isključivo hijerarhijski i omogućavanje radnicima da učestvuju u procesu donošenja poslovnih odluka.

Key words: family household, labour force, management
Ključne reči: menadžment, ljudski resursi, poljoprivredna gazdinstva

INTRODUCTION

Socio-economic processes that occur in villages put many questions that should be answered by scientific public. Even though it is hard to determine the priorities, in this paper the accent was put on a human resource management which from the aspect of quantity and quality worries agricultural households for years. The value of each business system and agricultural household as well, among other things, depends on knowledge, capabilities and skills of employees. If a household wants prosperity, it should help employees to: gain additional knowledge, meet the persons who have required knowledge and who want to exchange it mutually. The above-mentioned expectations are especially important for people in a higher levels management who should not avoid experts of different branches, because they can help with their knowledge and experience for more efficient business performance. In order to increase the work productivity it should be offered to employees the opportunity to gain new knowledge, to identify experts in working environment, to offer the opportunity for better business performance and quick problems overcoming. A big problem could be a non-existence of relation between knowledge and payment that significantly reduce the motivation of employees. Exactly this is the reason why the level and content of communication on household should raise, because it helps to manager to understand the problems of employees,

warns for potential problems, points at solutions, offers information required for decision making, emanates motivation of employees. Precondition for successful knowledge management is the attitude of a household towards improvements, knowledge exchange, organization in which communication is not exclusively hierarchical and specific level of autonomy of employees in decision making process.

RESULTS AND DISCUSSION

Agricultural households, regardless of their size and production convergence, are facing a lack of specific resources. Consequences of long standing practice nowadays are reflected in the fact that people are not interested to work in agriculture. In combination with some other factors that fact seriously jeopardizes the functioning of households. The forming of big households, especially after passing of a law for giving a state-owned land for rent, will bring serious problems in providing labour force from the point of view of number and qualifications.

Concurrency advantages on market could be realised exclusively by harmonization and efficient usage of all kinds of capital. Human resource management, as one kind of capital, in modern conditions has become the most important part of management. Concept of human resources does not have only quantitative dimension. It is also important a qualitative dimension which define not only employees, but their values and capabilities, skills and possibilities, i.e. their total knowledge and potentials.

Human resource management considers not only a provision of necessary level of employment according to qualifications, but facilitation of their potentials by adequate measures and activities. One of the goals of human resource management is reduction or neutralization of negative, but recognition, activation and addressing of positive characteristics of a person. Realization of households' goals must not jeopardize goals of individuals, because underestimation of their goals jeopardizes general goals. Employees who are not satisfied with their status and general treatment are not motivated to work. To that effect it is recommended to setup a balance between these goals. Efficiency of human resource management occurs as a consequence of labour productivity, needs of employees, understanding of principles and management mechanisms. Factors that can disturb the achievement of goals are suspicion in defined activities, in you, absence of clear goal, planning errors, assessment and corrections. Effective administration just has to harmonize all aforementioned.

A function of human resource management is defined by a line of connected processes, starting with human resources demand and supply planning, jobs analysis, recruitment of potential candidates for empty positions, selection of candidates, socialization of new employees, training and development of employees, obeisance to the law and other regulations that organize labour relations etc. (Vesić, 2006)

Mentioned processes could be grouped as follows: employment unit considers business analysis, human resources planning, human resources recruitment, human resources development unit, socialization and orientation of employees, training and education, career management, degradation and deprivation, and compensation unit, human resource management, assessment of employees' performances, payment and motivation, health and safety.

Human resource management requires knowledge in other disciplines such as sociology and psychology, because besides transmission of orders and reception of reports, human relations development and good communications with employees.

Rapid technical-technological development, tightening up of concurrency on the market, increased consumer demands, changes in the way of life, needs for permanent review,

changing and organization adjustment are the most important factors that determines the activities in human resource management.

Human resource planning represents the process that identifies human resources that household need. Even though it consists of numerous complementary plans in order to satisfy the organizational needs mostly suggest a question: How much and what kind of employees is needed? The answer to that question brings us to apprehension of the human resource planning concept as a decision making process that combines three activities: identification and determination of adequate number of employees with adequate skills, their motivation and making of interactive connections between business goals and employees planning activities. Effluents from this standpoint are three basic steps: forecasting of demand, forecasting of supply and making plans for their harmonisation. Operational processes of human resource planning contains present level of knowledge, skills and capabilities of employees, future vacations because of retirement, transfers, leaving because of illness or excuse. Studying of external environment depends on structure of labour force and structure of work, economic development, influence of law and concurrency. If we focused on household itself, internal analysis should include jobs and skills review.

In the circumstances that prevail in our agriculture nowadays holdings are, on one hand, faced with the surplus of employees (mainly large holdings), and on the other hand with the deficit of labour force (small holdings or certain special activities carried out on large holdings). Programmes for solving the surplus issue in operative sense are used in order to assess whether the number of existing employees exceed the assessed demand. Holding management has the following measures at their disposal: stimulation of employees to retire, not to fill out the positions of those employees who leaving the holding, development of new functional titles and job descriptions, use of surplus time for training or some other activities, reduction in salaries and other sources of income, reduction in the number of working hours or dismissals as the final measure.

If we are faced with the surplus of labour force, we may try to provide new people to work full time and on an open-end basis by offering them a different kinds of favours in order not to retire, hire pensioners to work part time, reduce the percentage of people leaving the holdings by organizing overtime activities, hiring new staff on a temporary basis, relinquishing part of activities to other holdings, retraining and additional training of the staff, transferring the staff to positions in limited numbers. From holding management point of view the development of the Human Resource Plan refers to the areas of supplying with human resources, flexibility, maintaining and reducing the number of employees.

The methods used in the process of internal planning may be quantitative and qualitative ones. The best known quantitative method is Markov model based on possibility of employees' development matrix. It is possible to eliminate certain shortcomings of qualitative methods by using qualitative methods and planning of transfer and succession of management in practice (Bogičević-Milikić, 2006).

Recruitment is a process of finding, attracting and providing a holding with number of qualified workers which enables a holding to choose among large number of workers the most suitable ones. Although the need for human resources are met in most cases by hiring new people and by developing potentials of the existing workers, employment policy affects the most this employment process (mostly through the criteria and instruments used when selecting workers). It defines the profile of the workers that are needed and the way in which we select the said workers (inside or outside holdings). Depending on the requirements for a position the decisive factors may include the following: ability to work in a team, ability to adapt to tasks (it may happen, although rarely, that work adapts to the employee), willingness to develop professionally, area of expertise of a candidate, etc.

The sources of employment also depend on the nature of work. There should be an objective picture of the work and candidate. Internal sources of employment allow managers to observe over a certain period of time the candidate that could be promoted and to motivate him/her more. Work assessment of the potential candidates includes review of the things that have been done and the way in which they have been done. The results are usually compared to the results from the previous period. Characteristics like independence, character, inclinations, principles, motivation, willingness to study and correct mistakes, ability to work in a team, harmony, initiative, dependence on others and general impression point more to the relationships between workers and their indirect managers rather than the attitude of workers to their duties. The assessment of abilities must refer to the work so as to achieve the balance between the assessments based on the results and abilities. Traditional assessment of work puts the indirect manager in a position of an expert on work quality issues. Reverse role method is widely used in practice. The owner or manager may give to the employee three lists: the first list may contain things that the employee is good at, the second one may show the employee's improvements and the third one may show the things that the employee should improve. This method requires that an employee should analyse his/her work from both his/her point of view and from his/her manager's point of view. This enables the discussion about successes and failures rather than assessing whether the worker is a good or bad one. Sometimes it is necessary to assess their reaction in crisis. Survey method compensates for the shortcomings of crisis and methods of work description that are time-consuming. Besides, survey assessment is a standardised and uniform process, but it requires trained assessors. Comparison with other employees or standards may be one of the ways to classify data. The advantages of rating, according to standards, are in a distribution of employees across associated categories and obtaining data that can be equalized year after year. The shortcoming is decrease in number of candidates and in fact that because of intention to fill out empty positions, remain empty those positions which employees left. The biggest shortcoming is the isolation of a holding from new people and new ideas whereas the negative effects will become prominent in the years to come.

External sources are used when internal ones do not meet the needs, and the advantage lies in their being open to the labour force market, increased possibilities for recruiting good candidates and inflow of new people and ideas. When in contact with the candidates we can obtain information related to identical processes on competitive holdings and the status of the holding among the potential candidates. It is expected that the choice of the external sources of recruitment would lessen the possibility for not filling vacant positions, which is not the case with internal sources. The shortcomings of this recruitment process imply the increase of expenses, extension of time necessary for choosing the right candidate, increased level of risk due to unknowns as regards qualifications, abilities and candidate's personal characteristics. This method is influenced mainly by the situation on the labour force market and the attractiveness of holdings. A chance of finding qualified workers increases with raising number of candidates. Their number depends on the type of work, salary and reputation of a holding. An advertisement could be put through workers, other owners, ex candidates, technical or local newspapers, specialised schools, faculties, universities and employment agencies.

Modern business activities relating to the choice of workers do not only imply the account of their present abilities and knowledge, but they are rather an assessment of their future abilities. It is difficult to find a holding that would carry out tasks in the same way for years, have the same organisation of work and tolerate workers not being able to adapt to changes in their environment.

Candidate selection criteria can be identified through analysis, description and possibility of performing tasks successfully. Human factor is often the source of problems on holdings and the reasons lie in workers' motivation to work, interpersonal relations,

misinterpretation of tasks, bad working conditions. Many of the problems could be rectified simply by choosing capable workers that are well organised and well- paid.

The selection of workers affects the productivity of work more than any other factor. Basic criteria should be knowledge and capabilities necessary to carry out the said work. Complexity and scope of work, together with necessary training are the criteria that must not be overlooked. If you hire workers by means of labour market, the hardest thing would be to rectify or root out old habits. Information on habits can be obtained by talking to candidates, by means of written or practical tests, and references. Written tests can be scored easily and are, therefore, widely used. A choice between different methods depends on employees and situations. A distinction between permanent and seasonal workers should be made when choosing workers. Employers should sign contracts with seasonal workers in order to avoid possible misunderstandings and legal proceedings.

The basic factors of strategy for selecting workers are clearly differentiated obligations of the said workers. In addition to that, owners expect from their employees to be interested in development of their holdings and to represent the holdings properly in their environment. On the other hand, employees expect from the owners to appreciate their opinions, to have a positive approach to a job that has been done well, to harmonise the results with working conditions, to be consistent in their actions and maintain good interpersonal relations.

The work analysis from which the said differentiation results includes data processing and gathering of information by interviewing the employees, talking to the employees, low-scale managers, other owners and by having a direct insight. It is not good to select candidates only on the basis of their CVs, because we may miss good candidates. Selection process is done to enable candidate to gain an insight into their future job and obligations. By doing so, you allow candidates to drop the vacancy procedure if they deem the conditions unacceptable to them. Unqualified labour force is easiest to exclude from selection by setting the requirements of the offered vacancy.

It is recommended to ask for the references of labour force that we hire from the external sources whereas the references must come from the company they used to work for. The best thing is to get references from different sources since it may happen that the owner's reference for one of the workers could be subjective. When classifying employees the best solution is personal contact, then a phone call, and the worst option is to address a person in a written form. If you have several candidates and if there is some doubt about their knowledge, qualifications or abilities, then it is a good idea to organise meetings to eliminate or confirm your doubts. Among other selection criteria which are more or less used only medical reports are worth mentioning. Medical reports are valid if an MD is familiar with the job requirements. A narcotic test is often used nowadays, especially in situations where other workers or production processes may be jeopardised.

Regardless of a large number of criteria and time you have at your disposal, you may not be in a position to choose a worker, which is better than to be hasty in choosing someone and therefore make a wrong choice.

CONCLUSIONS

Market position of a holding depends on the efficiency of the resources that are used. Human resources are considered nowadays as the most important form of capital. Apart from being capable of ensuring the adequate level of employment, it is necessary to improve the potentials by using the appropriate measures and activities. The goal of human resource management is to recognise, activate and direct positive characteristics of workers. It is understood that harmonisation of general interests with and personal ones must take place.

Effectiveness of human resource management is seen as a consequence of productivity of work, needs of workers, understanding of principles and mechanisms of management. The choice and selection of employees require that the owner or manager of a holding should be familiar with several scientific disciplines and methods. Their goal is to increase the level of productivity of work and to make holdings more competitive. It is the best to combine methods that will look at the problem from several angles, involve the employees in the said processes and create a clear picture of the obligations of owners and employees.

LITERATURE

1. ADIŽES, I. (2006): *Change management*, Agora, Novi Sad.
2. BOGIĆEVIĆ-MILIKIĆ BILJANA (2006): *Human resource management*, Faculty of Economics, Belgrade
3. DAVIDOVIĆ BELIKOV, G. (1994): *Upravljenije trudovima resursami na seoskom gazdinstvu: Kultiviravanje proizvodljivosti truda kolektiva*, University of California, USA.
4. RAJIĆ, Z., RALEVIĆ, N., ĐURIĆ, DRAGANA, LJUBANOVIĆ-RALEVIĆ, IVANA (2006): "Production planning in conditions of multiple limited resources", XVIII Scientific-expert symposium of agriculture and food-processed industry, Neum, BIH.
5. RAJIĆ, Z., RALEVIĆ, N., ŽIVKOVIĆ, D, ĐURIĆ, DRAGANA, DIMITRIJEVIĆ, B. (2006): *Sustainability of small-sized farms*, International Symposium "Improvement of agriculture on Kosovo and Metohia territory", Vrnjačka Banja, Serbia
6. VEŠIĆ D. (2006): *Human resource management*, Belgrade.