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## HUMAN RESOURCE MANAGEMENT IN MODERN ORGANIZATIONS - THE EXAMPLE OF „ALFA-PLAM“, VRANJE

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**Abstract:** The turbulent historical development of humanity indicates that people had the need for various types of organizational activities, and at the beginning these were groups. The association of people into groups was initially aimed at survival. Only united could they survive against animals in hunting and tribal wars. The group as a group of people enabled man to survive and go through different evolutionary stages. These are the first forms of organization that changed over time, and thus the goals of that organization. In the same way, individuals could not complete many tasks alone, so they were forced to join groups, so that by achieving common goals, they could more easily achieve personal goals. Basically, the purpose of their association was to achieve more with as little work as possible. From the above, it is clear that the "germs" of human resources management are related to the need of each group to have a leader at the head. The leader is the person from the group with the greatest personal authority to whom she has entrusted that role, expecting him to realize the interest of the group in the most efficient way. This is a man with strong abilities to organize people to achieve set goals, and today we call such people managers. In this paper, the modern approach to human resources management will be presented on the example of the well-known Vranje and Serbian company "Alfa Plam". The goal of the research is imposed by the topic of the work and is related to pointing out the importance of human resources management with special reference to the company "AlfaPlam" from Vranje, which has become a synonym for successful business because it consistently applies methods and procedures of human resources management. Namely, the company takes care of each of its employees, for which the human resources managers in the company are responsible. As a positive example, we state that on the company's website you can find CVs for each employee along with information about their progress in the company, training, bonuses received, and possible sanctions. Among the research methods used in the work were "desk" research methods as well as data collection through tests in the company itself. Through the research process, we came to the result that the company "Alfa Plam", which enjoys an international reputation, is successful in its work precisely because it consistently applies modern postulates of human resources management, while improving and consciously improving them.

**Keywords:** human resources management, organization

### 1. INTRODUCTION

Although the term management has been in use for many years, there is no single, generally accepted definition of this phenomenon in the literature. The definition of management depends on the aspect of observing this phenomenon, but also on the characteristics of management that are to be emphasized on that occasion. Mary Parker Follett defines management as "the art of getting things done with the help of other people." This definition tells us that managers ensure the achievement of organizational goals, but not by personal efforts, but by efforts to ensure that other members of the organization perform the tasks that the nature of the task requires (Simić, 2019).

Samson&Daft state the following definition of management "Management is the achievement of the organization's goals in an effective and efficient way through planning, organizing, leading and controlling the organization's resources" (Samson, 2012). Peter Drucker explains that managers are those who direct their organizations, provide leadership and decide how to use organizational resources to achieve goals. He believes that the manager should work to fulfill the specific goal and mission of the company, to make work more productive and workers more successful, to manage social impact and social responsibility. According to Simić (2019), Drucker defined five basic operations in the work of a manager, namely:

- Determining goals - defining the purpose and goal for each area of business and describing the necessary activities to achieve them;
- Organizing - analysis of activities, decisions and relationships, division and schedule of work, creation of organizational structure and selection of personnel;
- Motivating and communicating - creating teams responsible for different tasks
- Standardization – establishing norms and performance criteria both for an individual and for the organization;

- Personnel development - guidance, training and encouragement of employees.

So, there are many approaches to understanding the essence and importance of management in general and human resources management in particular. It is a well-known fact that management exists in all organizations and is necessary whenever people want to cooperate in order to complete a task.

## 2. MATERIALS AND METHODS

Extensive and varied literature by various authors was used in the work, as well as the results of previous research by the authors themselves in the field of human resource management and organization. Data obtained from the company "Alfa-Plam" were also used, which are related to ways, methods and concrete activities in the field of human resources management. The methods used in the work are in accordance with the methods applied in the social sciences. First of all, these are methods based on research "at the table", the so-called. desk methods. Specifically, it is an analysis of the rich literature related to the field of organization and management of human resources. In addition to the historical method, research was also conducted in the form of a survey, that is, by applying the method of surveying human resources management in the company we are analyzing. We compared the data obtained in this way with the opinions and recommendations from the professional literature, so the comparative method is also represented in the work.

## 3. RESULTS

Intensive changes in the business environment with significant implications for organizations reflected in increasing their size, thinning structures, the application of new models in the intra- and interorganizational designs, the growing importance of knowledge management and the application of multi strategies have produced significant effects on the human resource management (HRM) architecture. As there are a number of different approaches to the HRM architecture in the relevant literature, this paper is aimed at creating an integral conceptual framework for designing this function (Bogićević Milkić, 2020).

Alfa-Plam is a company that has been operating successfully for years. The heating elements produced by this company are recognizable both for their quality, as well as for their durability and good design. The very quality and satisfaction of consumers speaks of the fact that Alfa-Plam is a brand that is increasingly present in the markets of Southeast Europe and the domestic market.

Bearing in mind that these are seasonal products, the increasing presence of competition on the market, and that it is located in the poorest part of Serbia, the Alfa-Plam company employs over 654 workers, produces 150,000 units per year and achieves positive financial results. The range of production is permanently expanded in accordance with the needs of the market, and in order to increase the quality of the product, new technologies are introduced. All the Company's products have appropriate domestic and foreign certifications, which in general meet the strict requirements for placement on the EU market.

The entire business organization is divided into seven different sectors that work well with each other. These are: Sector for general, legal, personnel and affairs, Sector for information technologies (IT), Sector for technical development of products, Technical and technological sector, Commercial sector, Sector for quality assurance and Sector for material and financial operations.

The continuous flow of information, good relations and mutual cooperation between sectors are a true example of the good and efficient functioning of a large company.

Like all companies, Alfa-Plam encounters certain problems in business. It is very important that such problems are noticed immediately, considered in detail and actions are gradually implemented to solve them.

For years, Alfa-Plam did not accept new employees, with the arrival of new management, the problem of the age structure of the employees was recognized, the problem was recognized that the company needs a rejuvenated team of personnel who will give it new ideas, new strength and the will to more easily overcome these crisis times. In the last couple of years, a considerable number of new workers have been hired, both in directing and in production.

Great attention is directed towards the development of human resources, the improvement of personnel, the organization of various trainings, workshops, an implemented system for rewarding and promotion to individual workers, posting the CV of each worker in the business system, with records of trainings, awards, punishments...

It can certainly be said that the quality of leadership is not the only factor on which the functioning of the collective depends, nor is its functioning independent of the influence of other factors. That's why we can't say that all the responsibility, i.e., the credit for the state of the collective does not belong only to the management, the credit certainly belongs to everyone, i.e. and other members of the team, collective.

Summarizing, the conclusion was drawn that the company Alfa-Plam has a very good organizational structure, good business policy and quality personnel and managers who can accompany and lead the entire organization in the best possible way and that as such it resembles many successful world companies.

#### 4. DISCUSSIONS

When it comes to management as a phenomenon, it should be emphasized that this term refers to the process of performing managerial functions (jobs, i.e. tasks) through other people. In this regard, human resources management can be understood as the art of motivating others to act in order to achieve the organization's goals. Achieving the goals is achieved through the implementation of the basic functions of direction with the use of human, material and financial resources of the company. Human resource management is a part of organizational science that deals with all aspects of employment in an organization (Bogičević Milkić, 2021). In this connection, organization is the process of creating an organized state (Stošić Mihajlović 2022). The key functions of managers are: planning, organizing, leadership, controlling (Karabašević, 2015).

The word manager is a term that is used to denote the holders of management in all organizations (profit or non-profit type). Basically, the term manager means a person who performs a managerial function in a certain organization. Being a manager means being responsible for the results of individual organizational parts or the organization as a whole.

Starting from the position that the ideal manager can only be found in books, Adizes believes that a successful manager must possess the following characteristics (Krsić, 2020):

- He is aware of his strengths and weaknesses
- He is in contact with his social environment
- It doesn't try to be something it's not, even for a short while
- Can recognize the quality in others
- Accepts the opinion of others
- Can resolve conflicts that arise when people with different needs and styles must work together
- He creates a learning environment

A successful manager is characterized by strong technical, interpersonal and conceptual abilities. In addition to the above knowledge, they must possess the following abilities:

- The ability to make decisions through the selection of the right action
- Communication skills – communicating in ways other people understand and providing feedback
- Analytical skills – use of advanced techniques to solve problems

The number of management levels depends on numerous organizational specifics of each company, such as: "depth" and "height" of the organization, types of organizational structure and its complexity, degree of centralization, etc. Regardless of the above-mentioned specifics, we can distinguish three levels of management in each company: top management, middle management and lower management.

The multi-level organizational structure of each company basically determines the levels of the manager's structure.

In every company, all employees are divided into two basic groups:

- managers of different levels, i
- executors - employees in production and other sectors and services.

This simplified division was made on the basis of who has subordinates under their authority and who does not, so that managers are those employees who have subordinates in the organizational chart, while executors are other employees who do not have subordinates in the company.

1. In the highest managerial position are the so-called "top managers" who are responsible for the functioning of the entire organization. Top managers are responsible for: determining the mission and basic goals of the company, choosing a strategy for realizing those goals, monitoring events in the organizational environment and making appropriate strategic decisions. The decisions of the top management are few and long-term and stem from a clear strategic vision of the company's growth and development. The task of top management is to shape its business environment by observing the demands and needs of that environment and finding adequate ways to fulfill those demands. He also takes care of shaping his own organization, developing middle and lower level managers, resource allocation, etc.

2. Middle management positions are occupied by middle line managers. These managerial positions can, depending on the needs of the organization, be more or less differentiated. Middle line managers are responsible for the functioning of organizational departments and business units. In their competence is the implementation of the overall strategy and policy, defined by the top management. Since they are located between two managerial positions (top and operative) and their activities are related to both positions, they are often called coordinating managers.

Middle management in companies mainly consists of division directors, plant managers and department managers. The need for middle management is particularly pronounced in companies with a pronounced divisional organizational structure. In our companies, these are sector directors (technical director, production director, financial director, human resources director) and managers of lower organizational units. In larger enterprises, there

is generally a multi-level structure of middle management, where sector directors have department managers below them in the hierarchy, and these department managers.

3. First-line managers (operational managers) are on the lowest managerial ladder and are directly responsible to produce goods or the provision of services. We are talking about managers who are in direct contact with direct executors - non-managers. They oversee applying the appropriate rules and procedures necessary to achieve efficient production, providing technical assistance to executors, motivating them, etc.

Regardless of the specifics of the specific organization, all managers of any level perform all functions, starting with planning, organizing, leading and controlling, with different time commitment and different application of knowledge.

In the “Alfa-Plam” company, managers can be divided into:

1. General managers
2. Functional managers

General managers or general managers are managers who are responsible for the functioning, that is, the work of the entire company or its organizational parts, who have a certain level of business independence.

The main task of the general manager is the implementation of the new company strategy (or general strategy) and strategies of parts of the company (or generic strategies), as well as the selection of key managers who will ensure that implementation. When a new general strategy requires radical changes in relation to the existing general strategy, managers with different competencies (knowledge, skills, experience, motivation, energy, etc.) are needed. These managers can be provided by hiring managers with the required competencies from external sources or by promoting existing managers with the ability to learn and develop competence (Đuričin, D., Janošvić, 2009).

2. Functional managers are responsible for the functioning and results of the work of the organizational units of the company in which similar jobs are performed. They are responsible for the functioning and results of one of the functions in the organization: procurement, finance, production, human resources, research and development, marketing, etc.

Human resources are the basis of value in the company “Alfa-Plam”. This capital represents the basis for the creation, expansion and development of other intellectual and other material resources of the company. Human resources are made up of all its managers and other employees - executors in different working positions with their professional knowledge (qualifications), skills, work habits, professional experience, level of training, motivation, commitment to work/enterprise, ability to learn and adapt, as well as other performances .

Given that these are resources that create all other types of (material and immaterial) resources, human resources are considered the most important resource. All kinds of intangible resources are a manifestation of the application of knowledge, skills, experience and dedication of employees. Relations with suppliers, with customers, with business partners in business networks and with the social community are established by employees and, in this way, they create external relational or external social capital.

Human resources with knowledge, information, skills, which are available to the general public and which any company can acquire, represent general (generic) human resources that do not necessarily have strategic importance for a company. However, for the company, personnel who are special, specific resources for it are especially important, because they have acquired special, experiential, routine knowledge in the activities of that company through the processes of learning, solving practical problems, gaining specific experience, interaction of team members, etc. In order for human resources to have the greatest possible value for the company, it is important to constantly and systematically apply the concept of human resources management.

Since human resources are the most important resource of the company, it is very important that managers at all levels of the hierarchical ladder manage them adequately. That's why human resources management is not only dealt with by a specialized business function whose scope of work it is, but also by all managers in the company, starting from the lowest, all the way to the highest level. The role of individual levels of management in human resource management is different and is reflected in the following (Milojević, Đorđević, 2019):

- Top managers set goals and human resources management policies, plan and organize in the long term;
- The middle level of management controls the operational procedures and programs needed to achieve the goals of human resources management and implement the policy and program of the top management;
- First-line managers interpret and implement the goals, policies, programs and procedures of human resources management, influence the attitudes of employees, direct their work and convey the needs of employees back to higher levels of management.

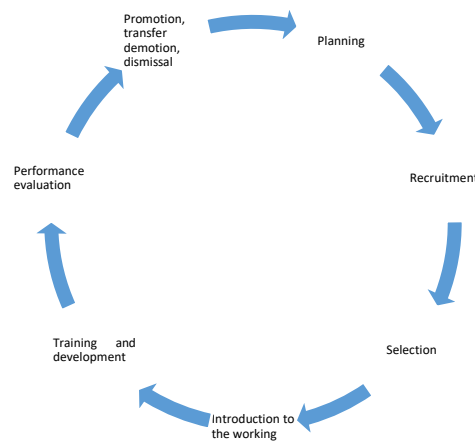
Defining management as the skill to get work done through people, M. P. Follett succinctly pointed out the irreplaceable role of human resources in company management. An increasing number of companies achieve a competitive advantage thanks to human resources ("people are our greatest asset"), instead of using a certain technology, positional rent or the availability of financial capital. Therefore, today, more and more attention is paid

to the nature and characteristics of this resource. The basic functions related to the management of human resources are:

- Human resources planning
- Recruitment
- Selection
- Introduction to the working environment
- Training and development
- Performance evaluation
- Promotion, transfer, demotion, dismissal.

The organizational design model should also be aligned with important trends that characterize jobs and work environment and include the following: the growing use of teams and intensifying the cross-functional work they create the need for additional communication and flow information, increased use of dispersed, global working groups, continuous reorganization and restructuring, cost reduction and more efficient use of work space, increase in satisfaction employed, while attracting new talent (Stanford, 2018, 24-25)

**Figure 1. Basic functions of human resources management**



Modern human resource management concerns, not only about needs, interests and requirements organization and institution, but also about needs, interests and demands of the employees themselves engaged within a wide range of different activities, that is, the management of human resources takes care of employees, improves them, educates, develops, motivates with various types of rewards and benefits, leads, manages and pays.

## 5. CONCLUSIONS

An important segment of every collective are human resources. Human resources, their knowledge, abilities, skills and competence are key factors of successful business operations and activities of every company, organization or institution. In modern business conditions, great attention is directed towards the development of human resources, the improvement of personnel, the organization of various trainings, workshops, an implemented system for rewarding and advancing up to the individual worker in the business system, with records of trainings, awards, punishments. These principles also apply to the observed company "Alfa-Plam".

It can certainly be said that the quality of company management is an important factor on which the functioning of the collective depends, but its functioning depends on the influence of other factors. That's why we can't say that all the responsibility, i.e., the credit for the situation in the collective does not belong only to the management, the credit certainly belongs to everyone, i.e. and other members of the team, collective.

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