

THE ROLE OF THE MANAGER IN RAISING THE QUALITY OF HUMAN RESOURCES MANAGEMENT IN THE MODERN CORPORATION

Tatjana Gerginova¹

¹ University “Sv. Kliment Ohridski” Bitola, Faculty of Security – Skopje, Republic of North Macedonia, tatjana.gerginova@uklo.edu.mk

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Abstract: *Effective management of factor managers to raise the quality of human resource management. The manager is one of the basic factors in the operation of any company and the main driving force for mobilizing employees. Above all, it is a factor in advancing quality management with human resources. Therefore, it is necessary to create a program whose implementation will lead to efficient business operations of employees, management and the company as a whole. In the introductory part of the paper, the author defines the terms security management and security manager. The manager is one of the basic factors in the operation of every company and the main driving force for mobilizing employees. The author determines what is needed for a successful training of the security manager (abilities, skills, competencies). In the final part of the paper, the author establishes a Program for education and development of the safety culture of the employees and the security management in the modern corporation.*

Key words: *management, security manager, quality, human resources, training, motivation and understanding of people*

1. INTRODUCTION

Management includes planning, organizing, staffing, leading or directing, as well as controlling and organizing (a group of one or more people) or attempting to achieve a goal. The skill implies the use of human resources, financial, technological and natural resources.

According to Mary Parker Follett, managers accomplish planned goals and tasks by engaging other people. According to her, the main characteristics of management work are:

- the manager performs his work through other people, not directly;
- information is an immediate subject of managerial work;
- the basic driving component of every organization is represented by managers with different levels of knowledge who encourage and direct the work of employees in the desired direction.

Managers take care of the company's employees to perform their work in a quality, timely and rational manner, and in accordance with the company's goals; the manager's work by its nature

is mostly of an intellectual nature. The flaw in this definition is that nowhere does it say that making decisions about the work to be done is also one of the functions of management. Managers take care of the company's employees to perform their work in a quality, timely and rational manner, and in accordance with the company's goals; the manager's work by its nature is mostly of an intellectual nature. The flaw in this definition is that nowhere does it say that making decisions about the work to be done is also one of the functions of management.

Managers take care of the company's goals; the manager's work by its nature is mostly of an intellectual nature. The flaw in this definition is that nowhere does it say that making decisions about the work to be done is also one of the functions of management. Managers take care of the company's employees to perform their work in a quality, timely and rational manner and in accordance with the company's goals; the manager's work by its nature is mostly of an intellectual nature. The flaw in this definition is that nowhere does it say that making decisions about the work to be done is also one of the functions of management (Gerginova, 2017)

M. Milisavljevic and J. Todorovic gave a definition, according to which to determine management it is important to consider and understand people, the organization of their joint work, business processes and their carriers, as well as the business environment and the conditions for effective interaction between the company and its environment. The goal of any for profit organization is to satisfy needs and make a profit (Danicic, 2009).

We can state that management is a process of coordinating the factors of business operations, that is, a process of planning, organizing, leading and controlling the activities of employees in order to achieve the achievement of organizational goals. Management implies optimal use of resources, management of processes and activities of subordinates, delegation of tasks and responsibilities, coordination of all resources through planning, organizing, leading and controlling. In modern business condition with very pronounced changes in the environment, management needs to know how best to use the available resources.

The importance of management is in the need to ensure the efficient functioning of the organization. Companies should gather necessary knowledge and resources and management should rationally use and control them.

2. MODERN CONCEPTS OF HUMAN RESOURCES MANAGEMENT

The concept of human resource management is particularly in the sphere of management, i.e. directing people in the company, based on the key categories of organizational behavior such as: motivation, relationships between individuals and groups, organizational socialization, organizational culture, change strategy, organizational development of human resources, etc.

For efficient and effective management of human resources, knowledge and experience, as well as using specific methods, processes and procedures for the correct directing and developing human resources, where all their abilities and creativity will come to the fore (Miceski, Micev, 2019).

Every manager provide a work atmosphere where every employee would be he felt that he belonged to the company, that he was a member of it. And the company would feel every individual as its member. Improving the quality of human resource management as a continuous process, must also contain the new concept of management, which in addition to the technological, organizational and economic components, largely prefers the social, and psychological components.

In this way, the manager's relationship with the employees is not based on strictness commanding and positional ("I am the director and you are executors"), but based on example – persuasive and motivating-creative relations, with a pronounced sense of professionalism,

competence, conscientiousness, reasonableness and pragmatism. Thus, the new concept of human resource management includes a large number of elements such as: vision, strategy, tactics, professionalism, flexibility, efficiency, effectiveness, knowledge, attitudes, values and beliefs.

3. THE ROLE OF SAFETY MANAGEMENT AND THE SAFETY MANAGER

In this part of the paper, the author develops the concepts of safety management and the role of the safety manager and determines what knowledge, skills, abilities and personal characteristics the safety manager needs to possess. Safety management is a subject of organization and management in the modern corporation (company) and in its competence are: determining the goals; planning, organizing; issuing orders; control; the coordination and responsibility for safe work of the company; compliance with legal regulations; realization of trainings for security workers, as well as for all employees in the company (Danicic, Stajic, 2008).

Security management is required to act preventively and undertake measures and activities aimed at monitoring, predicting and assessing the causes and forms of threats to persons, property and operations of the corporation that should be expected in the future period; Specifying the competences and powers of the persons working in the company on matters related to the protection of its vital values such as: the company's reputation on the market, its corporate image, morale and motivation of employees, strategic development plans, competition analysis; determination of the state of expertise and motivation of the persons working in the company; Organization and operation of the physical and technical security of all facilities belonging to the company; Protection measures related to the safety and health of employees, environmental protection, protection against fires, accidents and explosions; Measures to protect the operation of the corporation from all forms of corruption, various types of abuse, embezzlement, fraud and other methods of alienation and appropriation of its property; Specifying the measures of protection of business and official secrets; Specifying the measures regarding the control of the movement and stay of outsiders in the facilities and the space belonging to the business entity; Organization and operation of information systems and security of persons, property and operations of the corporation, especially information protection measures; Harmonization of normative acts in all segments of security with national regulations and EU standards; Assessment of the degree of endangerment of the persons who in the corporation perform work related to the protection of its vital values.

The security manager coordinates and directs the affairs of the security system of persons, properties and the operation of the corporation. In the hierarchy of company management, his place is right next to the general manager, that is, the owner of the capital. The complex and responsible work of the security system requires an appropriate level of education, multidisciplinary knowledge and specific personality traits that are necessary for the performance of this work. Security managers are more concerned with people and destructive human behavior and less with systems in the technical sense of the word. The overall system of corporate security to the greatest extent serves to proactively prevent the destructive behavior of man, and only a small part of that system is intended to resist threats arising from natural disasters, earthquakes and fires. For those reasons, the work of the security manager requires daily engagement and permanent education (Gerginova, 2017).

The successful preparation of the security manager implies constantly innovating knowledge about the forms and sources of threats to the company, competition, business partners and customers (Danicic, Stajic, 2008).

The security manager performs his tasks daily in an interactive relationship with the external and internal environment. In order to perform the tasks effectively, the safety manager needs to know the company, its operations and the business branch to which it belongs well. That is why he needs knowledge, skills, abilities and personal characteristics that he must possess and demonstrate. These are permanent qualities that you can consider, measure and develop. A security manager's knowledge, acquired through experience, learning or research, implies specific facts, awareness and understanding within a particular area.

Capabilities are permanent characteristics that an individual possesses, which are important for the successful performance of tasks by applying knowledge and skills. Skills imply the ability to perform physical or mental activities that lead to efficient task solving, while personal characteristics define the safety manager's personality, temperament, academic qualifications, interests and work habits (Ivandic, Vidovic, Karlovic, Ostojic, 2011).

In this regard, it is indicated that the competencies do not include the "basic" skills and knowledge, in addition to the expected success in performing the assigned tasks or the ability to write a report. Competencies do not even include the usual things and tasks that contribute to the success of the individual. Competencies imply only behavior, that is, "applied" knowledge that resulted in success, and the manifestation of skills that lead to the success of the company.

In addition to the standard conditions, such as appropriate professional training, seniority and work experience related to security, the corporate security manager also needs managerial skills, i.e. leadership abilities, responsibility, charisma, goal orientation (SMART principles), ability for managing teams, emotional intelligence, honesty, integrity and moral principles, communication, persistence in overcoming obstacles, ability to recognize problems and possible solutions, as well as knowledge of the theory of motivation and application of various motivational techniques in work. Leadership, which is the most important feature of management, includes a large number of activities from visions, defining goals, planning and defining tasks, motivating and winning employees for actions, coordinating, directing and monitoring the execution of tasks, to rewarding and taking measures of advancement, using different techniques (Ivandic, Vidovic, Karlovic, Ostojic, 2011).

The goal must be specific, measurable, achievable, relevant, time-bound. Decision-making requires that it be done in an organized manner, and that it be based on modern principles of management. Pressed by deadlines, security managers tend to perform analysis superficially. Superficial solving of safety problems is not allowed, which forces safety managers in the decision-making process to go much deeper into the causes of the problem and explore all possible solutions (Trivan, 2017).

In the literature, the key responsibilities of the corporate security manager are: development and application of a security strategy that demonstrates an understanding of the nature of occurrences, extraordinary events that could have a negative impact on the general level of security in the company (security policy, programs and procedures, plans for prevention and action in emergency situations); management of corporate security processes of the business entity, information gathering and assessment of risks (vulnerability) of the corporation; maintaining the readiness of the organization (ensuring the readiness of the corporation for the possibility of an attack, catastrophic events or organized security incidents – robberies, fraud, employee disloyalty, protection of workers, of key work functions, of the information system, of data, of information and reputation and healing; coordination of affairs with state institutions and bodies (Ivandic, Vidovic, Karlovic, Ostojic, 2011).

The security manager is a vital link in the hierarchical structure of the corporation and is usually located between officers on one side and top management on the other. In that position, he represents the views and demands of the managers in the company, but at the same time he is also responsible for presenting the views, needs and problems of subordinate officers to the management of the corporation (Danicic, Radakovic, 2011).

The following are the basic services that corporate security managers provide to the corporation's management: security strategy, risk identification and analysis, risk assessment and testing, security policy, programs and procedures, technology and infrastructure protection, information management risk, business continuity management, managing crisis management and response to crisis situations, raising employees' awareness of risks, operations related to workplace safety, investigating work behavior and its compliance with laws, protecting the corporation's management, works Business Intelligence and Business Counterintelligence, verification of information obtained from sources in the corporation, forensic and investigative services, protection of documentation (Ivandic, Vidovic, Karlovic, Ostojic, 2011).

4. CONCLUSION

In the concluding observations, the author determines the following Program for education and development of safety culture of employees: The systematic education of employees in order to raise their level of awareness and safety culture is an irreplaceable factor in reducing the damage that threatens the corporation from various types of threats. In this regard, it is necessary to conduct education both during the employment phase and continuously the company's business operations. In a practical sense, it is important that employee education programs are aimed at the following: that the prescribed processes and procedures of the corporation are implemented in practice, and that initiatives to change processes and procedures must be encouraged among employees, especially in cases where the existing are inapplicable in practice and when it is necessary to adopt new ones, primarily due to new situations, caused by changes in technology and advancement in working processes. The employees are obliged to react and act accordingly in relation to perceived irregularities and omissions and it is urgently necessary to inform the higher levels of management in the company about the perceived and undertaken measures and activities. Senior managers in the company are obliged to constantly monitor and detect irregularities and omissions in the implementation of business processes, to order an inspection of the progress of work processes and to identify the same or similar threatening situations in other facilities or spaces of the corporation. After completing the procedure of checking the progress of a certain work process, it is necessary to make a conclusion and decision whether the registered security event was caused by a secondary fault or by the usual pattern of behavior, whether its cause is the subjective attitude of individuals or is an objective fact, which arose as a series of unpredictable circumstances and situations, i.e. to check whether the applicable work rules and other safety procedures are in accordance with reality and if they are not in accordance, to conclude that they are inapplicable. Further through the program it is necessary to determine:

Acquisition of knowledge that corresponds to modern security conditions and ensures continuity in the business operations of the corporation; Constant analysis of the causes and forms of threats to persons, property and operation of the corporation that should be expected in the future period; Assessment of the degree of endangerment of the persons who in the corporation perform work related to the protection of its vital values. Specifying the competences and powers of the persons working in the company on matters related to the protection of its vital values (Reputation of the company on the market, its corporate image, morale and motivation of the state of expertise and motivation of the persons working in the

company); Organization and operation of the physical and technical security of all facilities belonging to the company; Organization and functioning of the information systems and security of the persons, property and operations of the corporation, especially the information protection measures; etc.

The security manager and other members of the security management need to possess knowledge, skills and abilities for critical, independent and creative solving of various problems related to employee behavior as well as business operations in the modern corporation; the ability to take responsibility for further professional development and improvement and the ability to constantly evaluate the business operations of the corporation in order to make ethically based decisions; abilities for a professional approach in the work process, respecting the professional standards of work in the security authorities and services and ethical codes; ability to communicate clearly, concisely (verbal, non-verbal skills and written) with stakeholders; high level of presentation skills using advanced technology; ability to exchange opinions, conclusions and proposals with arguments and rational support of them, both with experts and non-experts, clearly and unambiguously; ability to assess the impact of internal and external factors that positively or negatively affect the business operations of the corporation and to initiate projects to improve the capacities and methodology of the business operations of the modern corporation.

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