

УПРАВЛЕНСКИ КАЧЕСТВА, БАЗИРАНИ НА ЦЕННОСТНАТА СИСТЕМА

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VALUES TO MANAGERS CREATED ON THE BASE OF VALUE SYSTEM

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Received: 13.03.2017, Accepted: 14.04.2017

Abstract

The system of values for managers is an important element in the development process training and career for the company's employees. This arises from the fact that the system of values for managers is comprised of the manager's personal values that he owns and prefers. The values are the basic manager's beliefs that his way of behavior (for him and the others around him) is more acceptable than another way of behavior. It means that their own values determine the personality itself with its abilities, characteristics, moral and authority. Firstly, every person should be aware of the truth and the truth may become acknowledged if the manager has the right values for which we talk about in the first part of this study. The first step in being aware of the truth and success is that the manager should know himself well and to understand his role properly, knowing that he could only get the truth by learning, knowledge, ability, hard working and through his skills. Due to this, from the very beginning of creating the desire to get this position of a manager, he or she should have strong will and capability for precise achievements.

Actually, the values are the basic understanding of the manager that his way of behavior is appropriate and he considers himself as the best one. The capacity of proper management of human resources is one of the basic factors for successful management. Management is conducted on group of people, directing and coordinating them. This position requires possession of mature system of values for managers. Generally speaking, the manager expresses his/her interests, desires and goals through his own system of values as spiritual elements spotting his/her strengths and justifying tendencies. The values are the managers' significant inner dimension and also wide social framework important for measuring their achievements, material and spiritual goals.

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Key words: values, system of values, environments, building values, human resources managers, ponders, values of the environment, real values, wrong values, and building system of values

JEL Codes: M10, A13

1. Introduction

The values are the managers' significant inner dimension and also wide social framework important for measuring their achievements, material and spiritual goals. The organization is the community that values these achievements positively or negatively. The values are our believes in what we represent, what is our determination, what we like and what we want to happen, and also what is opposing to these ideas we reject. The values are our expression of our consciousness of life, relations between people and our actions. The values represent our understanding of what is right and what is wrong and they make us differ from each other. The complex of values, leading the person to his/her actions, behavior and acting, represents personal system of values.

The system of values depends on the choice and acceptance of certain values. There is no universal or common standard for this system. Every person has his/her own standards. The difference between people comes from aspect of their acceptance and preferences of certain values. We can say that every human being rates his/her values in accordance with his/her own scales of valuing. People prefer the values of this scale in accordance with their preferences and priorities. The values of lower priority are considered as not very important and people do not take any account of them. The aim of this paper is to make an analysis of thinking and share the author's rich managerial experience. The reasons behind the collapse of the big concerns in the Balkan are not just lost markets or poor quality products, but also what the competition requires – a completely new approach to management. The new management requires innovative ideas, dedication, hard work, job satisfaction, high quality of life for employees, good working conditions, trust, respect, proper remuneration and no nepotism.

2. Method of Building the System of Values

The manager for human resources should realize that all his achievements should be followed by love, work, learning, knowledge and skillfulness. This way filled with all above matters should be passed with no illusions because the manager can easily lose his/her way or to direct himself in the wrong way.

Firstly, the personal desire of being a manager should be realized provided that the managers have real values such as: knowledge, capacity, professionalism, skillfulness, possession, moral values, intellectual abilities, physical characteristics, experiences and expressed feeling for behavior and understanding other people, dedication to their career and the company and many other values that may be transferred to the professional environment.

It is known that the desire is one thing and the knowledge and ability is another. The professional success can only be achieved when the manager has real values, respected and accepted as a real leader by most of employees.

Secondly, if the assessment of values is carried out in their own way, and above all for the right performance of the managerial function related to the human situations, then the human aspect of management are actually the principals of management.

Thirdly, the human resources managers must not hold their position in order to manipulate with the situation and the company's employees. This is the wrong way. It is irrational to waste enormous energy for manipulation because people can not be manipulated forever and one day the truth will be revealed. So, the manipulator will be rejected from the environment by his/her employees.

Fourthly, the human resources managers must not have illusions that they would be always successfully working in the management field with people through the factors of: needs, spotting, motivation, personification, behavior, working experience, team working, and management modifications with quality and hard-working associates. The managers must not seek for success by pressing the employees, threats and intimidates. The success can not be built with meaningless phrases or by support of privileged associates, but it must be built with real realization, correctness, professionalism, readiness and real actions. The conscious manager must not feel strongly related to only few people around himself if he/she is incompetent regardless if he/she is offered with privileges or unearned rewards. Feelings and conscience of people are not objects and they can not be bought with money. Some human resources managers go through the wrong way in achieving their goals because they do not try to separate formal from fake attitudes. They do not try to do this separation because they never see their attitude as fake ones, but they see them as objective reality arising from their smarter conscience, illusions and programming.

In order to become a successful human resources manager, he/she should understand the real way which is usually long and full with obstacles, hard and filled with difficulties and expectations. Thus, the manager should be very cautious with good will and love, understanding a few truths, such as:

The field of business for the human resource manager is focused on people, surveying people's professional behavior, their needs, individual needs, the requirements of a group, processes and the relations between superiors and inferiors. They draw the attention to the importance of the individuals within the enterprise and they explain the people's motifs and their group behavior. The human resources managers should consider people's behavior as more complex than human relations.

Secondly, the managers should take the following issues as part of their area of professional intervention: satisfaction from work applying quality system of values, stress management, motivation, individual and group dynamics, interpersonal communication, interpersonal conflicts, work building for individuals and teams, organizational structure, organizational culture, changes and design. All of these issues should be performed as one permanent process of collecting experiences, wider qualification, analyzing each area with bigger progress and more improvements.

Thirdly, the human resources manager's task should be effective engagement of their employees, delegating professional tasks and their execution by individuals or by team working. All employees should be creative and professional in their work and they should not be involved in rumors with mincing values.

Fourthly, in order to achieve great results, permanent improvements, patience, sensibility and willingness are the most important factors. Only the person who has the knowledge may be able to respond to his professional tasks in the right way.

In addition, in order to achieve positive results, developed feelings should be respected with group working and the knowledge how to use the competence of employees is extremely important. Today, the most important factor for achievements in the enterprise is team working with the right system of values.

Then, realization of any task, according to the Behaviorists – representatives of the theory for human behavior, the most significant issue is the personal behavior and the human aspects of management. Great attention has been drawn to the level of satisfying human needs, motivation, leadership, personality, professionalism and individual and group behavior.

Human resources management pledges to qualify people in team working, to apply the quality system of values and to make their potentials effective.

Every company should be determined to common goals and values. By appropriate applying of the right values, the greatest results would come out of the company, from the company's clients and customers. Thus, it is very important the

system of values to be correctly exploit in order to realize more productive work, the employees to become more effective, to determine specific target and mission of the company and to manage the social influences and community responsibilities. The enterprises may keep their products, may increase their profits and can improve their goods and technology only through people. Only the human resources can unite the raw materials, technology, informational and financial resources into a product. By applying modern system of values people can produce, plan the processes, organize and control all activities and actually the people themselves are the motivators for the staff management. A great number of managers nowadays are used to the idea that people work because they need their job and that their work is really necessary to them. However, this idea is absolutely wrong. For example: Let us compare the two companies “Intel” and “Silva Company”. In the first company the human resources management and the wrong system of values caused reduced profits due to the bad policy. In the second company the correct relation between the human resources management and the system of values applying can make wonders in practice and can bring great achievements.

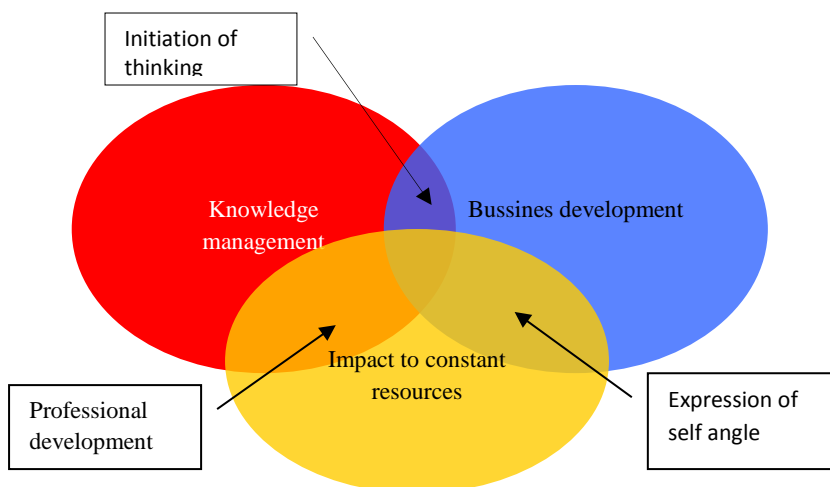
3. Example for the Eminent Global Companies Intel and Silva Company

Intel is a company for manufacturing electric panels and its founders left their previous jobs in order to establish their own business on 17 January 1983. The main constructor of the company who first created the microprocessor left Intel and started working for Atari Company. It was said that Intel did not know how to keep its qualified employees. Afterwards, the manager of the department for program products also left Intel. In order to control this situation, Intel management issued reductions of premiums and frozen salaries for one year. Their explanation was that the previous year 3000 people were employed because the production of their products was increased. As a result, Intel recorded decreased sale by 8% and decreased profit from 10% to 3%.

Silva Company with its turnover of 60 million dollars is a leading company in manufacturing underwear clothes for women. The quality is on high level with all fully applied standards and the staff is satisfied with the best possible offered working conditions. Why Silva Company is so successful? The management keeps along with their perfect system of values in practice with the principles of dignity for all employees, exploiting the resources for common profits, management meeting the needs of all employees, atmosphere of leading to general goals, strengthening the individual goals, rights to employees to participate in profit

share, honesty, correctness, individual and group knowledge. The president of this company is assured that although the investors put a portion of required capita for business activities, the employees are those who offer talent, competence, experience and creative efforts, investing their best period of life for the company's success. The expenditures of the human resources with quality values within successful companies is about 45%-60% of the total turnover. Companies plan these funds in order to attract the best staff and they motivate them with higher salaries, bonuses, training, regulations, selection, and improvement of the working conditions, establishment and maintenance of effective communication.

Figure 1. Complex of initiated thinking, business development and knowledge management by influencing factors.



Source: Loces, M; Sue M., Ulrich D. The Future of Human Resource Management, John Wiles & Sons Inc. London, 159, 2005

People gathered in one place and in one company require certain personal equality for all in aspect of knowledge, professional development through expressing their opinions. Those with protected equality are productive and happy. The equality is an issue of perception and attribution when it comes to whether behavior of other people to one person is dignified, whether other people respect the person and his/her work or they underestimate or overestimate it. The most interesting issue about the equality is that people assess their own contribution and compare it to the others through their knowledge and influencing resources. Apart

from this, people in companies always put an equal to their personal understanding of equality. Those who feel underprivileged always reduce their contribution to the company, working less, with no quality and insufficiently. As a result, permanent initiative for thinking is required in order to accomplish knowledge management and business development. The overall initiative for expressing opinions is under the factors of professional development, working conditions and expression of individual opinions.

4. Research Results. Owned and Applied Values in Building the System of Values for Managers

Table 1. Right and wrong Values

Wrong Values	% Participation	Right Values	% participation
1.Organizational abilities	2,4	1.Shrewdness	0,6
2.Humanity	2,4	2.Criticism	0,4
3.Reasoning	2,3	3.Prospective position	0,3
4.Consciousness	2,3	4.Hipocrisy	0,3
5.Cooperative respect	2,3	5.Skillful Manipulation	0,2
6.Interest for progress	2,3	6.Bribery	0,1
7.Team working	2,3	7.Agression	0,1
8.Principles	2,2	8.Selfishness	0,1
9. Responsibility	2,2	9.Managing with wrong acts	0,1
10.Initiative	2,2	10.Unpredictable strictness	0,1
11. Moral	2,1	11.Vanity	0,1
12.Discipline	2,0	12.Resentfulness	0,1
13. Reality	2,0	13.Conflict	0,1
14.Hard - working	2,0	14.Malevolence	0,1
15.Culture	1,9	15.Closeness	0,1
16. Information	1,9	16.Tyranny	0,01
17. Honesty	1,9	17.Cunning person	0,01
18. Creating good relations	1,9	18. Tendency to pressure	0,01
19. Objectivity	1,9	19.Anger	0,01
20. Creativity	1,9	20.Friendship of interest	0,01
21 Optimism	1,9	21.Cruelty	0,01
22.Permanent learning	1,9	22.Peacockery	0,01
23.Communication	1,9	23.Presenting false states	0,01

24.Open-minded	1,9	24. Appreciate poltroonery	0,01
25.Professionalism	1,8	25. Pesimism	0,01
26.friendly Relatio	1,8	26. Cruelty	0,01
27.Tolerance	1,8		
28.Habit of learning	1,8		
29.Engagement	1,8		
30.Politeness	1,8		
31.Ambition	1,8		
32.Experience	1,8		
33.Patience	1,7		
34.Cooperation	1,7		
35.Irreproachability	1,7		
36.No insulting	1,6		
37.Determination	1,6		
38.Visionary abilities	1,6		
39.Cooperation	1,6		
40.Coordinational abilities	1,6		
41.Bravery	1,6		
42.Punctuality	1,5		
43.Real Self-objectivity	1,5		
44.Conceptual abilities	1,4		
45. Respect	1,4		
46.Authority	1,4		
47.Energy	1,4		
48.Consistence	1,3		
49.Compromise	1,3		
50.Flexibility	1,3		
51.Religious	1,3		
52. Courage	1,2		
53. Self-confidence	1,1		
Toal wrong values	97%	Total right values	3%

The chart above shows that the total values are 97%. Some of them separately are: organizational abilities and humanity with 2.4%, reasoning, consciousness, cooperative respect, interest for progress, team working with 2.3%, responsibility and initiative with 2.2%, moral with 2.1%, discipline, hard-working, reality with 2.0%, culture, information and honesty with 1.9%. Wrong values with 1.8% are: professionalism, friendly relation, tolerance, habit for learning, politeness, ambition, experience. All categories of wrong values from 1.7% to 1.1% can be seen in the **Table no.1 Wrong Values**

Real values are only 3% in total. Some of them are: cunningness with 0.6%, criticism with 0.4%, power, position and hypocrisy with 0.3%, skillful

manipulation with 0.2%, bribery, aggression, selfishness, bad acts, unpredictable strictness, vanity, conflicts with 0.1% and other values that can be seen from the chart.

The interviewed managers consider that they apply 97% of the real values and only 3% of wrong values. This fact is logic because they are cautious while being questioned reserved to present the real image and situation. The correlative relation can show that the values presented by the mangers for themselves do not correspond to the real situation.

5. Conclusion

People who are representatives of the human resources mangement (human resources managers) are characterized with integrated system of values with real values in which the priority always goes to their devotion to work – career, understanding and respecting people by reasoning, honesty, reality, trust, belief in truth, good will, patience, calmness, tolerance, engagement, hard-working, bravery and many other values acceptedcand appreciated by the employees. If the human resources managers do not apply these values, the can easily be under the influence of the wrong values, especially expressed by vanity and cunningness. Thus, accepting the wrong values they become persons with prejudices, they become insensible. They consider that they are right in their actions and they usually make quick decisions, conclusions and do unfinished actions. For “them” the real value becomes hidden and unclear and when they make decisions they have illusions because their assessments are based on their wrong perception with wrong feelings and values.

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