Management of human resources in agricultural sector enterprises

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Abstract
Staff - human resources are indispensable for the success of any organization, they represent a priority source of effective action and prosperity of the business. Purposeful creation and use of human potential is a prerequisite for building up and developing the strengths and competitive advantages of the enterprise. The primary objective of the paper is to assess the level of work with human resources in the selected file of enterprises in agricultural sector of SR.

Key words: human resources, the human potential, personnel work, company, organization, the employee, employer

JEL Classification: M540, J430

1. Introduction
Management of human resources can be understood as an activity, where the focus is on the staff of the organization, so on the human resources, which, together with the other features of the holistic management contributes to the achievement of synergic effect- fulfilment of the objectives of the staff and the organization as a whole.

To this activity, managers and employees of the personnel departments as well, are involved, whose job is to improve the work with the people in organization and to provide advice and services to the line managers and also to an employees.

The dynamics of economic development require that the management of human resources, encourage a strategic approach. From this it can be derived the specific definition of the management of human resources: "Human Resources Management represents a strategic and coherent logical approach to work with the people in organization, who are individually and collectively involved in the effective implementation of the goals of organization."

The global aim of the management of human resources is to achieve a competitive advantage through strategic distribution of capable and dedicated to the organization employees by using an integrated system of cultural personnel procedures.

Management of human resources is such an approach to personnel management, which there are line managers as well as HR professionals involved in. This approach, among other things, emphasizes the importance of human resources more than an asset (capital) of the organization and the costs of the organization per the employee.

In each of the schools of management it is attributed to the man, as the production factor, different weight. In principle, it is true, that in the historical development of the science of management a man gradually becomes a decisive factor of the success and a prerequisite of the strategic advantage of the organization. To this knowledge, according to Armstrong, M. (2007) the following scientific schools or movements contributed:

- School of human relations, represented by Mayo, which emphasized the social needs of the people and claimed that the productivity directly depends on the job satisfaction.
Behavioural Science movement, represented by Maslow, Argyris, Herzberg and Likert, who highlighted that the means of ensuring higher employee motivation and achieving better results is increasing the quality of working life.

The organizational development movement was represented by Bennis, Schein and Beckhard, who focused on the overall effectiveness of the organization and, in particular, how people behave in situations in which they consistently interact.

School of excellence, was represented by Pascal and Athos as well as Peters and Waterman, who have drawn up a list of attributes that characterize successful organizations, while underlining the need for a strong organizational culture and connectedness of employees with the organization.

The importance of the quality of human resources for the success of organizations in the future highlights Kassay (2001), who in the book "A world class Enterprise" says: ... "for a company that wants to keep ahead of the market, it is necessary to draw their attention to their intangible capital, to the assets tied up in human resources. For their purpose there are many theories and perspectives, but all originate and end in human resources – their skills, flexibility, communication, education, creative thinking and improving the environment, in clearly set the corporate culture and employee behaviour ".

Historically, the oldest understood view of work with people in organizations is, as a service providing in the first place the administrative work and procedures associated with employing people. Such a concept attributed an utterly passive role to the personnel work and it is known in later development as „personnel administration”.

Later, the active role of personal work began to promote, as a true personnel management. Personnel services of new type began to form, that shaped the personnel policy and developed methods of personal work. However, little attention has been devoted to the long-term strategic issues of working with people.

In recent years, therefore, also in our country it began to take shape of the current concept of the work with people as, "human resources management", which became the core of the management. This new position to work with people, highlights the importance of a man for the success of the organization. Human resources management already includes not only the strategic aspects, but also the orientation on external factors of shaping and the use of people in the organization such as: population development, labour market, value orientation, and social conditions.

2. Data and Methods

The aim of the paper is to assess the management of human resources in enterprises of agriculture sector and consequently the proposal of the measures to improve the work with the human resources.

The object of the investigation were 59 businesses of agriculture sector, of which 30 are enterprises of the food industry and 29 are enterprises of agricultural primary products. All the examined subjects were in terms of the size, included in the category of small and medium-sized enterprises.

In order to obtain primary data was used the technique of questionnaire survey. A substantial part of the questionnaire consisted of semi closed questions so that each respondent had the option to choose from the offered alternatives and also could express their opinion, or could add a suggestion or recommendation. Due to the fact that the survey was provided by personal
contact with the managers of the company, the return of the questionnaire was 98.3%. The time horizon of the investigation was 2014-2015.

3. Results and Discussion

Exploration of the management of human resources in enterprises of agricultural sector clearly showed that the level of work with human resources in each of the companies is very diverse. In the category of small enterprises, which accounted for a total of 64% of the samples examined, no one had created a human resources department or the report. Work with human resources ensures mostly the business economist.

In businesses, which has been entrusted the economic agenda to the external firm, a solution to the personnel matters are within the scope of the work of the senior manager, which has been in almost all cases, the owner of the business.

All medium-sized enterprises has created a report of a personnel work, represented by one manager, who was hierarchically directly subordinated to the senior manager.

In attaining the employees, substantial part of the examined business primarily oriented on the internal resources, because they didn't have an interest in raising the number of employees. Less than 40% of the subjects in the reporting period used also the external sources, especially advertising and recommendation by the tribal employees. Only four companies have adopted new employees from among the fresh graduates of educational institutions.

In the selection process a substantial proportion of respondents – almost 80% would prefer the method of selection interview.

Very diverse results have been achieved in the field of training and development of employees. Respondents in all surveyed enterprises clearly confirmed the high degree of responsibility for the implementation of educational activities imposed by law. From other areas of the education they payed closest attention to current news and information from the field of legislation, scientific and technological development and ICT.

A remarkable and highly positive was also a finding that nearly a third of the enterprises in the reporting period ensured training aimed on improving social skills for their managers and employees. Less positive was the fact that, with the requirement of the implementation of education, most of the enterprises did not apply for a reputable educational institutions types as the universities and colleges, but they let themselves lured by the attractive web-pages of the different agencies, the level of which was often questionable.

All the examined business acknowledge a high degree of importance to the evaluation of the employees. In the evaluation criteria, the most commonly was used measure of performance in the category of most performing employees and scale or scoring methods for managers. For extremely important, in terms of motivation almost all respondents have identified the direct link of evaluation with reward.

4. Conclusion

In the system of work with human resources in our organizations there is a necessary transition from a paradigm of things shift to the paradigm of people. The main reason for the change in approach to the work with human resources, is the need to release their potential (especially creative, motivational, and integrative-regulatory) for the implementation of positive change in organization.
If we accept the paradigm of people, so we realize that to lead people does not mean command, prohibit, but to create the conditions for the development of employees and to use their human capital for the benefit of the organization. This means, that we need to get them for the cooperation. To get people to cooperation, there are a number of strategies. In essence, however, they can be divided into two groups:

- **The manipulation**
  The repertoire of manipulation includes not only handling orders and commands, but also: intimidation, suspect, tricks, using promises and threats to force and the allowing to get under the pressure. Under the influence of the manipulation, people allow it, however, they remain internally on the opposite side. This is reflected negatively in the efficiency of their work and especially in low initiative. The consequences of manipulations are a misunderstandings, conflicts, disputes, that lead to long term stress, tension and low use of potential. In an effort to defend their position the formal authority use manipulation. But there is such a truth that, *we can buy the hand of man, but we can't buy his heart and just there his enthusiasm and loyalty is hidden. We can buy the backbone of human beings, but we can't buy his brain and just there his creativity is hidden.*

- **The real achievement of the cooperation**
  It is a nonviolent form and by this an effective way. While in manipulation the power and force is applied, in achievement it is respect – respect for human beings. The employee is willing to cooperate if he feels a positive relationship to him, if we take him as a valuable human-personality. If we explain him purpose of cooperation logically and clearly and if he does not feel manipulation, then he will be open to cooperation.

Getting to the cooperation, however, must respect the diversity of people, or the type of the working groups.

Especially challenging is to get to cooperate and keep highly qualified people (professionals) who do not want to be managed, because they can act independently, responsibly and with knowledge of the matter.

Such people include, in particular, researchers, universities and staff excellent specialists.

Professionals can be influence by the acts rather than words. Therefore the question of the fundamental values of managers are important for them.

After the motives and the key values they are interested in competence of the manager. It is required by the leader to have constructive new ideas how to improve things. If the above conditions are met, the highly qualified people (professionals) are willing to report high performance, since in this group high performance is not only a question of intelligence and knowledge, but also a matter of the heart.

**References**


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