

ESTABLISHMENT OF A SYSTEM FOR MANAGING BUSINESS PROCESSES AND ITS LINK WITH HUMAN RESOURCES

USPOSTAVLJANJE SISTEMA ZA UPRAVLJANJE POSLOVNIM PROCESIMA I NJEGOVA VEZA SA LJUDSKIM RESURSIMA

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Abstract: *The environment in which it works for human resources management is also capable of constant changes that are observed primarily in the nature of work and employment, education and innovation, knowledge, economic restructuring, demographic diversity and lifestyle. Global structural changes and demands of the time need to adjust all the functions of the organization and it in its entirety. Ignore whether being and make you more errors in relation to changes in the environment, business system can have serious consequences, not only in relation to the performance of the organization at a given time, but also for its survival in the economic market. When these changes are implemented they should be measured and then implement the entire business system. The measurement process is the basis for any analysis and possible improvement. There are many parameters through which the process can be measured. The measurement can be performed: continuously directly from the process, indirectly based on sources external to the process and periodically. The accuracy and usability of data depending on the type of measurement is graded in the same order (continuous, indirect, periodically). The organizational structure of the company has the primary responsibility for ensuring the smooth running of the process.*

Key words: *Human Resources Management, Business Processes, Measurement of Changes*

Sadržaj: *Okruženje u kojem radi menadžment za upravljanje ljudskim resursima je u stanju stalnih promena koje se posmatraju, pre svega, u okvirima prirode posla, zapošljavanja, obrazovanja, inovacija, znanja, ekonomskog restrukturiranja, demografske raznolikosti i stila života. Sve funkcije organizacije, i to u celini, potrebno je prilagoditi globalnim strukturnim promenama i zahtevima današnjice. Njihovo ignorisanje mogla bi da bude velika greška u odnosu na promene u okruženju, pa poslovni sistem može da ima ozbiljne posledice, ne samo u vezi sa poslovanjem organizacije u datom trenutku, već i za njen opstanak na ekonomskom tržištu. Kada se ove promene sprovode trebalo bi da se prepoznaju, mere i zatim sprovedu na ceo poslovni sistem. Merenje je osnova za bilo kakve analize i moguća poboljšanja. Postoje mnogi parametri kroz koje proces može da se izmeri. Merenje se može izvesti: kontinuirano, direktno iz procesa, posredno na bazi izvora izvan procesa i periodično. Tačnost i upotrebljivost podataka, u zavisnosti od vrste merenja, ocenjuje se u istom redosledu (kontinuirani, indirektno, periodično). Organizaciona struktura kompanije ima glavnu odgovornost za obezbeđivanje nesmetanog odvijanja procesa.*

Ključne reči: *upravljanje ljudskim resursima, poslovni procesi, merenje promena*

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Introduction

A new and constantly developing sector in the field of human resource management, strategic human resource management (HRM) deals with the use of human resources in a way that allows companies long-term benefits, in terms of profits, competence and other objectives. In this system, human resource management was given an important place in the planning of goals and long-term strategy. Skills that are essential to meet organizational objectives are developed among employees. Today, the department of human resources is much more than mere recruitment of future employees of the company. Effective use of human resources to ensure the company a competitive advantage and set goals, are just some of the priorities. Human Resources Management (HRM) includes the selection, training, evaluation and reward employees, as well as organizational leadership and organizational culture, as well as ensuring compliance of employment and labor law. HRM has emerged as a concept in the early 20th century, when researchers began documenting ways of creating business value through strategic workforce management. Initially dominated the transactional work, but due to increasing globalization, further exploring is focused on strategic initiatives such as talent management, industrial and labor relations, diversity and inclusion. [1]

Establishing a system for managing business processes and link with human resources

The system for managing business processes should enable the smooth running of several important activities: identifying the chains' supplier-user "and supply chain management in a broader sense, and serve as the basis for process analysis and communication planning. [2] The measurement process is the basis for any analysis and possible improvement. There are a number of parameters by which the process can be measured. The most important are: customer satisfaction, quality, cost and time. The measurement can be performed: continuously directly from the process, directly from the sources external to the process and periodically. [3] The accuracy and usability of data depending on the type of measurement is graded in the same order (continuous, indirectly, periodically). Before the measurements must be within the information system and database of historical data to determine the manner of storing data and the conversion of data into the process parameters. An additional analysis process primarily involves the analysis of process efficiency. Efficiency is interpreted differently depending on from whose point of view the process is being watched. Customers expect full compliance (quality), low cost and short term. Owner process primarily expected that larger relationship between the added value and cost.

To assess the efficiency of the process have been established "models of excellence". Some of the better known models of excellence "The Malcolm Baldrige Award" and the model developed by the European of the foundation for Quality Management (European Foundation for Quality Management). [4] Models indicate the factors of the processes that most affect their efficiency. Process improvement is the basis of all process-oriented management methods, whether it is about improving, redesign or elimination process. The main difference from between the different methods is the way in which the processes are improving. The changes are radical or incremental, based on information technologies or "lean" organization of enterprises. It has been said that the selection process method, or a modified approach, one of the major decisions in the long-term strategic plan. Depending on the choice of the improvement process will be carried out in different ways. The exact program of projects to improve the processes within the company shall be determined within the medium-term business plan. The business plan is the strategy of the company, expressed through realistic

achievable projects. Basic steps to be undertaken during the formation of business plan and preceding the implementation of individual projects related to the regulation of processes in the company are: [5]

1. Determining the current situation, bearing in mind the orientation process, is the determination of economic and other measurable parameters based on realistic described existing processes in the company
2. Identification of existing and future requirements assuming environment, is derived from long-term strategic plan. Demands placed before the company must be expressed in terms of measurable parameters, so that it could carry out a realistic comparison of the results of the process
3. The establishment of quantified objectives, targets projects related to the strategic plan and represent a qualitative statement of business improvement.

They must be formulated clearly and concisely so that it can easily be measured by their fulfillment. Objectives relate to the characteristics of the results of production or service processes who want improvements. A clear formulation of goals means that it must specify what is to what extent and in what time he wants to improve. For example, reduce the time the detailed design of 10% in the next year, to introduce new technology of concrete elements by the end of 2010 and so on. At this level should plan the eventual realization of the project of formalization and registration system safeguards quality at international ISO standards. This project is much easier to implement at a time when there is a defined process-oriented business enterprise system because it is fully compatible with the requirements of the Standard. Where the introduction of the ISO standard is the first step that the company undertakes (a case of domestic companies), the main difficulty, in addition to making extensive documentation is exactly correct deficiencies in the organizational structure due to non-compliance with the requirements of the Standard. In this case, problems are solved only partially, within the existing organizational structure will be reorganized in the future anyway. Then the quality system documentation will have to be re-drafted.

The establishment of the organizational structure of the business system that is based on processes and projects, and facing environment

The organizational structure of the company has the primary responsibility for ensuring the smooth running of the process. Owners processes are holders of organizational structure, are responsible for the effective implementation of the process and direct vertical communication with management companies and workers who realize the process. [6] They have at disposal the necessary resources, financial resources and information. Such an organizational structure is suitable for situations when key processes are independent of each other. Unlike some of the other activities of the establishment process of the organizational structure in construction enterprises is not so easy task. In construction companies no process is completely independent of other processes. On the contrary, the size of the output of one process is the input to the other and there is overlapping processes in space and time. All this leads to difficulties in the simultaneous achievement of the business objectives of different processes, projects and enterprises in general. Given the conditions in which the realized investment projects inevitably leads to situations in which the conflict must be resolved with regard to disposal of financial, human and other resources at the enterprise level. Recommendation of process oriented methodology is the elimination of middle level of management.

The establishment of an information system which can be base of business management system

Information system is defined as a "system used for the collection and processing of data and that is capable of processing the results and in the right scope, format and delivery time customers, in line with the bottom of their responsibilities." [7] Manage modern process-oriented company means management processes and must be based on the information system, rather than on experience. The design, establishment and use of information systems is a large and important project which at this point will not be processed beyond because in itself this is a complex task of primary importance for every company. Just say that at this time there are powerful IT tools that can support any concept of an information system, and that in front of any enterprise task is to establish a model that could support management processes in specific conditions that implement the company's operations.

Conclusion

The HR function is an integral part of the strategy formulation and its implementation. When formulating a strategy manager of human resources meets these strategic planning of potential employees, which constitutes one of the basic inputs in the selection strategy. In this way immediately consider the reality of the implementation of various alternatives. After plan adoption, rather than mere employment, management of human resources functions as the implementation of the plan in a broader sense, by applying different mechanisms, with the ultimate aim of creating a competitive advantage. It may be noted analogy with the stages in the development of human resources management. Administrative connection correspond managed staff, one-way and two-way connection corresponds to human resource management while integrated connection corresponds to the strategic management of human resources. There are four categories of relationship of HRM with the strategic plan:

1. Administrative correlation implies that the function of human resources focused on daily activities. Human resources manager has no time nor the opportunity to participate in the development of strategic plans of the company. Strategic Planning is conducted without any influence organizational units dealing with human resources. This relates to the formulation of strategies, but also on its implementation. Human resource management is a purely administrative function, without any connection with the critical business needs of the company.
2. One-way connection means that the leadership of the company, after the formulation of the strategic plan, simply informs the function of human resources on the plan. Human Resources Management is responsible for the implementation of the plan in terms of hiring staff necessary to implement the plan. Frequent consequence of this approach is to formulate strategic plans that are impossible to enforce.
3. The two-way connection allows consideration of human resources in the process strategy formulation. Usually involves three steps. The first step, the team preparing strategic plan informs the function of human resources of the different strategies the company is considering. Second, the human resources function considers the implications of different policies on human resources and delivers the analysis results. Finally, after the adoption of the final strategy, human resources function is responsible for developing programs for the implementation of the plan. In a two-way connection between strategic planning and human resources are interdependent.

4. Integrated connectivity is dynamic and multidimensional. It is based on continuous, rather than an AC interaction. The manager of human resources is a member of the team for strategic planning.

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