

AKTIVNOSTI I KARAKTERISTIKE MENADŽERA U FUNKCIJI UNAPREĐENJA STRATEGIJSKOG DELOVANJA PREDUZEĆA

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Apstrakt

Rad se bavi analizom uloge aktivnosti i karakteristika menadžera kao faktora unapređenja strategijskog delovanja preduzeća. Istraživanjem je obuhvaćeno 327 menadžera različitih nivoa koji su zaposleni u preduzećima koja posluju na teritoriji Republike Srbije. Korelacionom analizom potvrđene su statistički značajne relacije između posmatranih varijabli aktivnosti i karakteristika menadžera i varijabli strategijsko delovanje. Regresionom metodom utvrđeno je da varijable komunikacija i inovativnost i fleksibilnost imaju najveći uticaj na sve analizirane varijable strategijsko delovanje, dok varijable aktivnosti i karakteristike menadžera najveći značaj imaju na varijable strategijsko odlučivanje i kvalitet vizije i misije. Cilj prikazanog istraživanja ogleda se u tome da se ukaže na značaj aktivnosti i karakteristika menadžera koji imaju u unapređenju poslovanja, pre svega kroz strateško delovanje, i da one mogu biti ključne za poboljšanje tržišnog i konkurentnog položaja preduzeća.

Ključne reči: komunikacija, inovativnost, fleksibilnost, strategijsko delovanje, konkurentnost.

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Uvod

Da bi preduzeće obezbedilo svoje tržišno učešće i steklo konkurentsku prednost, od ključnog značaja je njegova strateška orijentacija. Nakon postavljanja vizije, kuda preduzeće želi da ide, potrebno je izabrati adekvatnu strategiju za što efikasnije postizanje zadatog cilja. Strateška orijentacija menadžmenta kompanije omogućava njihovo aktiviranje i sprovođenje promena koje podržavaju postizanje njegovih dugoročnih razvojnih ciljeva, a pre svega njegovog razvoja (Skalik, 2016). Strateško upravljanje pretpostavlja tržišno orijentisan pogled - prema kupcima, konkurentima i tržišnom okruženju - kako bi podržao fleksibilne strategije osjetljive na brze promene u ponašanju kupaca. (Aeker, 2009) Savremeni strategijski menadžment teži ka tome da pomoću odgovarajuće konkurentne strategije poveća konkurentsku prednost i efekte poslovanja. (Prdić, 2017)

Efektivno upravljanje znanjem pozitivno doprinosi strateškoj orijentaciji. (Ferraresi et al., 2012) Razumevanje uloge ljudskih resursa u razvoju i iskorišćavanju sposobnosti za otpornost kompanije u skladu je sa proširenom odgovornošću ljudskih resursa za upravljanje ukupnim ljudskim kapitalom i doprinoseći njegovom konkurentnom uspehu. (Lengnick-Hall et al., 2011)

Aktivnosti u upravljanju ljudskim resursima su strateški važne jer su potencijalno vredne, retke, teško ih je imitirati i zameniti, a one su od ključnog značaja za stvaranje organizacione sposobnosti za postizanje strateških ciljeva kompanije. (Manickavasagam, 2006) Menadžeri moraju povezati ljude sa potrebnim sposobnostima i motivacijom, do složenih, dinamičnih i krhkih organizacionih ciljeva i radnih uslova, da bi uticali na trajne rezultate rada. (Paaue, Boselie, 2005) Istraživanje je potvrdilo da kompanije sa višim nivoom ljudskog kapitala, nivo obrazovanja, obuka, radno iskustvo i veštine, rade bolje ukoliko top menadžeri shvate da ovi resursi daju karakterističnu vrednost (Carmeli, Schaubroeck, 2005), dok su rezultati istraživanja otkrili da su vredni i jedinstveni zaposleni, oni koji imaju specifična znanja, veštine i sposobnosti, bili pozitivno povezani sa konkurentnošću i efikasnošću preduzeća. (Lopez-Cabrales et al., 2006) Postoji potreba da se planirana strategija uskladi sa realizacijom, stvaranjem potrebnog ljudskog kapitala, jasnih očekivanja, sposobnosti i motivacije zaposlenih, zajedno sa socijalnim kapitalom, odnosima, procesima i sistemima, za efikasno sprovođenje strategije (Ostroff, Boven, 2000) Studije pokazuju da su radne prakse visokih performansi (Sels et al., 2006.) i radne organizacije visokog učešća (Batt, Colvin, 2011) povezane sa pozitivnim organizacionim rezultatima - povećana produktivnost, niža stopa napuštanja posla i otpuštanja.

Organizacije mogu povećati svoju stratešku vrednost poboljšavajući kompetencije u tri primarna područja: organizacioni dizajn, upravljanje promenama i merenje performansi (Boudreau, Ramstad, 2005; Lavler et al., 2004). Nikandrou i Papalekandris (2007) su otkrili da su uspešne kompanije povećale angažman ljudskih resursa u strateškim odlukama i izgradile organizacionu sposobnost kroz aktivnosti obuke i razvoja, dok su istraživanja (Green et al., 2006) potvrdila pozitivan i značajan odnos između upravljanja ljudskim resursima i organizacionog učinka.

Međusobna povezanost različitih strateških orijentacija pruža održivu konkurentsku prednost za organizacije (Hult et al. 2004), a kompanije koje nastavljaju balansirati različite strateške orijentacije imaju bolji učinak (Bhuiyan et al., 2005). Dharmasiri (2009) je naglasio važnost strateške orijentacije za uspeh organizacija u zemljama u razvoju.

Ljudski resursi imaju moć učenja. Zahvaljujući znanju i moći učenja ljudski resursi su osnova uvođenja promena. (Đuričin, Janošević, 2009). Ljudi, kao vitalan resurs, predstavljaju ključni faktor poboljšanja performansi preduzeća. Sposobnost zaposlenih da se adaptiraju na promene iz okruženja je prava veština koja može biti i izvor konkurentске prednosti na oscilirajućim tržištima. (Stevanović, 2009) Preduzeća se među sobom razlikuju po onome što znaju, dok je cilj efikasne primene znanja donošenje najkvalitetnijih odluka. (Mihajlović, 2014)

Cilj rada i korišćena metodologija

Prikazano istraživanje u radu treba da ukaže na to da li postoji uticaj, i u kojoj meri je on izražen, između varijabli aktivnosti i karakteristike menadžera i varijabli strategijsko delovanje. Cilj istraživanja je da se ukaže na značaj pojedinih varijabli aktivnosti i karakteristika menadžera koje imaju veliki uticaj na varijable strategijsko delovanje, kako bi se one mogle unaprediti i poboljšati u poslovanju preduzeća. Istraživanje je sprovedeno tokom 2019. godine i obuhvatilo je uzorak od 327 menadžera različitih nivoa koji su zaposleni u preduzećima u Srbiji. Rezultati istraživanja obrađeni su pomoću softverskog programa IBM SPSS Statistics 25. Metode koje su korištene u obradi podataka su deskriptivna statistika, korelaciona i regresiona analiza, kojom se utvrđen međusobni uticaj analiziranih varijabli i prikazan uticaj i doprinos pojedinačnih varijabli. Putem ovog istraživanja dokazuju se sledeće hipoteze:

- H1: Varijable aktivnosti menadžmenta pokazuju statistički značajnu povezanost sa varijablama strategijsko delovanje.

- H2: Varijable karakteristike menadžera pokazuju statistički značajnu povezanost sa varijablama strategijsko delovanje.

Rezultati rada sa diskusijom

Da bi se izvršila analiza uticaja varijabli aktivnosti i karakteristika menadžera i varijabli strategijsko delovanje, prvobitno je izvršena ocena analiziranih varijabli. Varijable strategijsko delovanje ocenjene su pomoću semantičke diferencijalne skale gde se vrednosti kreću od 1-5, gde je 1 = veoma nisko, 5 = veoma visoko. Varijable aktivnosti i karakteristike menadžera su ocenjene pomoću Likertove skale koja se sastoji od 5 stepeni, gde je 1 = u potpunosti se ne slažem, 5 = u potpunosti se slažem.

Tabela 1. Deskriptivna statistika varijabli strategijsko delovanje

Varijabla	Oznaka	N	Min	Max	Srednja vrednost	Standardno odstupanje
Efikasnost strategijskih odluka	SD1	327	1	5	3,53	1,002
Kvalitet vizije i misije	SD2	327	1	5	3,63	1,119
Strategijsko planiranje	SD3	327	1	5	3,46	1,047
Strategijsko odlučivanje	SD4	327	1	5	3,47	1,093
Upravljanje promenama	SD5	327	1	5	3,34	1,106
Inovativne i istraživačke aktivnosti	SD6	327	1	5	3,31	1,265
Veće tržišno učešće	SD7	327	1	5	3,58	1,156
Unapređenje kvaliteta poslovanja	SD8	327	1	5	3,63	1,071
Unapređenje konkurentnosti poslovanja	SD9	327	1	5	3,60	1,120

Izvor: Sopstveno istraživanje

Deskriptivna statistika analiziranih varijabli strategijskog delovanja preduzeća prikazana je u tabeli (*Tabela 1*), gde se na osnovu rezultata može uvideti da su sve analizirane varijable ocenjene veoma dobro, i da premašuju srednju vrednost koja iznosi 2,5. Među najbolje ocenjenim varijablama našle su varijabla kvalitet vizije i misije i unapređenje kvaliteta poslovanja, sa ocenom 3,63, a ocenu 3,60 dobila je varijabla unapređenje konkurentnosti poslovanja. Ovo ukazuje da je za efikasno strategijsko delovanja od presudnog značaja kvalitet vizije i misije, kao vodilje preduzeća u postizanju svojih ciljeva. Osim toga, unapređenje kvaliteta i konkurentnosti poslovanja su ciljevi strategijskog delovanja svakog preduzeća koje želi da bude uspešno na tržištu. Kao najslabije ocenjene varijable izdvojile su se inovativne i istraživačke aktivnosti, sa ocenom 3,31, i upravljanje promenama, sa ocenom 3,34. Ovim varijablama je ukazano da analizirana preduzeća ne pridaju veliku pažnju upravo onim segmentima koji su im neophodni da zadrže, ili pak unaprede svoju tržišnu poziciju u nepredvidivom okruženje

Tabela 2. Deskriptivna statistika varijabli aktivnosti menadžmenta

Varijabla	Oznaka	N	Min	Max	Srednja vrednost	Standardno odstupanje
Liderstvo	AM1	327	1	5	3,54	1,215
Komunikacija	AM2	327	1	5	3,76	1,091
Motivacija	AM3	327	1	5	3,46	1,245
Nagrađivanje	AM4	327	1	5	3,40	1,311
Timska saradnja	AM5	327	1	5	3,78	1,157
Uključenost zaposlenih u donošenje odluka	AM6	327	1	5	3,47	1,329
Obuka i razvoj zaposlenih	AM7	327	1	5	3,59	1,163

Izvor: Sopstveno istraživanje

Aktivnosti menadžmenta u preduzećima ocenjene su od strane ispitanika i deskriptivnom statistikom ukazano je da su sve posmatrane varijable dobile visoke ocene. Međutim, najbolje ocenjene varijable su timska saradnja, sa ocenom 3,78, varijabla komunikacija koja je dobila ocenu 3,76, i varijabla obuka i razvoj zaposlenih, sa ocenom 3,59. Uspešna komunikacija unutar preduzeća obezbeđuje prenošenje kako informacija, tako i kreativnih ideja i znanja, koji su neophodno za realizaciju postavljenih ciljeva preduzeća. Osim toga, ukazano je na značaj obuke i razvoja u preduzeću, jer preduzeća koja su uspešna i konkurentna, prepoznala su znanje kao ključni resurs savremenog poslovanja, i svoju konkurentnost na tržištu grade obučavajući i usavršavajući svoje zaposlene. Među najslabije ocenjenim varijablama aktivnosti menadžmenta su nagrađivanje, čija je ocena 3,46 i motivacija koja je ocenjena sa 3,46. Ona preduzeća koja ne motivišu svoje zaposlene, i ne nagrađuju ih, shodno svom zalaganju i trudu, svakako da će imati radnike koji će svoje zadatke raditi rutinski, bez posebne motivacije da budu više angažovani u postizanju boljih rezultata rada. Takvi zaposleni imaju cilj postizanje materijalne koristi, dok su samopotvrđivanje, napredovanje u karijeri faktori koji kod njih izostaju, pa samim tim, njihov rad nije u produktivan i ispunjen kreativnošću i idejama.

Tabela 3. Deskriptivna statistika varijabli karakteristika menadžera

Varijabla	Oznaka	N	Min	Max	Srednja vrednost	Standardno odstupanje
Preuzimanje inicijative	KM1	327	1	5	3,45	1,197
Poverenje i posvećenost	KM2	327	1	5	3,65	1,156
Preuzimanje rizika	KM3	327	1	5	3,54	1,260
Rešavanje konflikata	KM4	327	1	5	3,55	1,199
Usavršavanje i unapređenje znanja	KM5	327	1	5	3,61	1,193
Organizacione sposobnosti	KM6	327	1	5	3,58	1,076
Inovativnost i fleksibilnost	KM7	327	1	5	3,50	1,228

Izvor: Sopstveno istraživanje

Ispitanici su ocenjivali varijable karakteristike menadžera, gde su sve analizirane varijable visoko ocenjene. Među najbolje ocenjenim varijablama našle su su varijable poverenje i posvećenost, čija je ocena 3,65, varijabla usavršavanje i unapređenje znanja, sa ocenom 3,61 i varijabla ogranizacione sposobnosti, koja je ocenjena sa 3,58. Ovim se ukazuje da su menadžeri anketiranih preduzeća posvećeni svom poslu i imaju poverenje kako svojih nadređenih, tako i svojih zaposlenih. Uspešan menadžer mora da ima organizacione sposobnosti kako bi postavio prave ljude na pravo mesto i uputio ih da svi idu u istom smeru ka ostvarivanju zadatih ciljeva preduzeća. Kako bi bio što efikasniji u tome, kao i svi zaposleni, tako i menadžeri moraju da unapređuju svoja znanja i veštine, i pronalaze nove načine i metode kako bi poslovanje svog preduzeća učinili efikasnijim i efektivnijim. Varijable karakteristika menadžera koje su najslabije ocenjene su varijabla preuzimanje inicijative, sa ocenom 3,45, i varijabla preuzimanje rizika, sa ocenom 3,54. Ono što nedostaje menadžerima u našim preduzećima je leaderska moć koju treba da imaju u sebi, i da kao vođe imaju mogućnosti da preuzmu inicijativu, i da putem kreativnih i inovativnih ideja pokrenu svoje zaposlene, vode brigu o njima i omogućuju im učešće u donošenju i spovođenju odluka, ali smim tim, budu i spremni za preuzimanje rizika u slučaju neuspeha.

Koralecioni odnosi prikazani u tabeli (*Tabela 4*) pokazuju da između varijabli aktivnosti menadžmenta i varijabli strategijsko delovanja postoji jaka i pozitivna međusobna povezanost, na osnovu čega je potvrđena hipoteza 1. Naime, kod svih analiziranih odnosa uspostavljene su pozitivne korelacije umerene i visoke korelacije. Time se ukazuje da se unapređenjem aktivnosti menadžmenta poboljšava efikasnost strategijskog delovanja.

Tabela 4. Korelacioni odnosi između varijabli aktivnosti menadžmenta i varijabli strategijsko delovanje

	AM1	AM2	AM3	AM4	AM5	AM6	AM7
SD1	,600**	,698**	,567**	,555**	,471**	,525**	,525**
SD2	,720**	,724**	,689**	,644**	,589**	,642**	,595**
SD3	,659**	,685**	,682**	,671**	,600**	,651**	,556**
SD4	,714**	,791**	,687**	,736**	,578**	,713**	,567**
SD5	,631**	,639**	,659**	,550**	,590**	,573**	,451**
SD6	,629**	,659**	,640**	,583**	,537**	,603**	,568**
SD7	,576**	,677**	,604**	,566**	,537**	,569**	,488**
SD8	,701**	,787**	,697**	,617**	,677**	,669**	,601**
SD9	,632**	,739**	,681**	,622**	,590**	,604**	,526**

Izvor: Sopstveno istraživanje

Napomena: **. Korelacija je značajna na nivou 0.01.

Visoka korelacija i izrazita povezanost uspostavljena je između varijable liderstvo i varijabli kvalitet vizije i misije, strategijsko odlučivanje i unapređenje kvaliteta

poslovanja. Ovi odnosi ukazuju da je moć lidera koji ima u svojoj inicijativi i mogućnosti da svoje ideje realizuje pomoću zaposlenih, koji su uključeni u donošenje i realizaciju odluka, ključni za donošenje efikasnih strategijskih odluka, kojima se obezbeđuje postizanje zadate misije i vizije preduzeća uz poboljšanje kvaliteta poslovanja. Osim toga, varijabla komunikacije pokazuje jaku i pozitivnu vezu sa varijablama kvalitet vizije i misije, unapređenje kvaliteta poslovanja i unapređenje konkurentnosti poslovanja. Ovim odnosima se ukazuje da efikasna komunikacija u preduzeću koja obezbeđuje protok informacija, ideja i znanja među zaposlenima i menadžerima, omogućuje postizanje zadatih ciljeva preduzeća, koji se baziraju na unapređenju kvaliteta i konkurentnosti poslovanja. Varijabla strategijsko odlučivanje, osim sa varijabom liderstvo, bitnu povezanost pokazuje i sa varijablama nagrađivanje i uključenost zaposlenih u donošenje odluka. Ova povezanost ukazuje da je za efikasno donošenje strategijskih odluka bitno omogućiti uključenost zaposlenih u donošenje istih, kako bi se obezbedilo donošenje pravih odluka čijom realizacijom bi se uticalo na postizanje boljih rezultata rada, čemu svakako doprinosi i faktor nagrađivanja zaposlenih, što utiče na njihovo veće zalaganje, trud i rad u realizaciji strategijskih odluka.

Među najslabijim koelacijama, koji pokazuju umerenu povezanost, našle su se varijabla timska saradnja i efikasnost strategijskih odluka, i varijabla obuka i razvoj zaposlenih na varijable upravljanje promenama i veće tržišno učešće. Za donošenje strategijskih odluka neophodno je sprovođenje analize, kako eksternog, tako i internog okruženja, i koordinacija svih sektora unutar preduzeća kako bi odluka koja se donosi obezbedila željeni efekat. Upravo u onim preduzećima gde nedostaje timska saradnja među svim nivoima menadžmenta, nedostaje i mogućnost donošenja efikasnih i efektivnih strategijskih odluka. Osim toga, u preduzećima u kojim obuka i razvoj zaposlenih nisu dovoljno zastupljeni, postoji mogućnost da se kod zaposlenih ne razvijaju u dovoljnoj meri iskustva i veštine neophodne za savremeno poslovanje i shvatanje potreba da organizacija mora da bude spremna da se menja i da uči, kako bi bila sposobna da se razvija i raste na tržištu.

Tabela 5. Korelacioni odnosi između varijabli karakteristike menadžera i varijabli strategijsko delovanje

	KM1	KM2	KM3	KM4	KM5	KM6	KM7
SD1	,588**	,500**	,559**	,502**	,574**	,586**	,675**
SD2	,712**	,604**	,654**	,617**	,678**	,701**	,794**
SD3	,748**	,579**	,621**	,577**	,637**	,708**	,739**
SD4	,719**	,630**	,687**	,580**	,651**	,671**	,728**
SD5	,563**	,499**	,508**	,491**	,609**	,592**	,710**
SD6	,593**	,465**	,590**	,461**	,598**	,635**	,696**
SD7	,587**	,585**	,580**	,553**	,663**	,620**	,654**
SD8	,632**	,602**	,634**	,627**	,748**	,694**	,751**
SD9	,579**	,591**	,596**	,618**	,669**	,688**	,733**

Izvor: Sopstveno istraživanje

Napomena: **. Korelacija je značajna na nivou 0.01.

Varijable karakteristike menadžera i varijable strategijsko delovanje pokazuju jake i pozitivne korelacione odnose, na osnovu čega je potvrđena hipoteza 2. Većina korelacionih odnosa pokazuje bitnu povezanost, dok jedan deo njih pokazuje i izrazitu povezanost između analiziranih varijabli.

Izrazita povezanost uspostavljena je između varijabli preuzimanje inicijative i varijabli kvalitet vizije i misije, strategijsko planiranje i strategijsko odlučivanje. Ovim se ukazuje na značaj kreativnog i inovativnog delovanja menadžera i njegove sposobnosti da preuzme inicijativu u pokretanju akcija neophodnih za postizanje ciljeva organizacije, a sve kroz pravovremeno planiranje i donošenje odluka. Visoka korelacija uspostavljena je i između varijable usavršavanje i unapređenje znanja i varijable unapređenje kvaliteta poslovanja, što samo ukazuje da bitnu povezanost između znanja i kvaliteta, kao ključnih faktora unapređenja poslovanja. Bez adekvatnih znanja, veština i sposobnosti, koje dobar menadžer mora kontinuirano da usavršava, ne postoji ni mogućnost unapređenja kvaliteta poslovanja, koji se bazira na uključenosti zaposlenih u postizanje kvaliteta i stvaranje odgovornosti kod njih za igradnju kvaliteta kao zajedničkog cilja kome se teži. (Cvjetković, 2015) Izrazita povezanost zabeležila je i varijabla organizaciona sposobnost sa varijablama kvalitet vizije i strategijsko planiranje. Time se potvrđuje da su menadžeri koji su sposobni da postave prave ljude na pravo mesto i da im adekvatno rasporede radne zadatke, efikasni u postizanju zadate vizije i misije preduzeća, ali i u realizaciji strategijskih planova preduzeća obezbeđenjem efikasnosti realizacije poslovanja. Visoku korelaciju i izrazitu povezanost zabeležila je varijabla inovativnost i fleksibilnost na skoro sve varijable strategijskog delovanja. Ovim se ukazuje da su karakteristike menadžera u nepredvidivim i promenljivim uslovima koji vladaju na tržištu, upravo njihova inovativnost da odgovore novim izazovima koji se stavljaju pred njih, ali i fleksibilnost koja im obezbeđuju da se lakše prilagode novih zahtevima i uslovima koje pred njih nameće tržište. Njihova sposobnost leži u tome da ne dozvole da se te promene negativno odraze na poslovanje preduzeća, već da, naprotiv, svoje poslovanje preusmere i izvuku korist iz tih promena.

Umerene korelacione odnose koji pokazuju bitnu povezanost zabeleženi su između varijabli poverenje i posvećenost i varijabli upravljanje promenama i inovativne i straživačke aktivnosti. U onim preduzećim gde nedostaje poverenje kod menadžera, ali i njihova posvećenost zaposlenima, izostaje adekvatno upravljanje promenama i inovativnost u razvoju. Promene predstavljaju neminovnost u poslovanju jednog preduzeća, ali vrlo često se nailazi na otpor prema promenama kod zaposlenih, gde upravo poverenje koje oni imaju u svoje menadžere treba da bude presudno da oni te promene prihvate i da im pomognu i da što efikasnije obavljaju svoje aktivnosti. Sa druge strane, samo inovativnim aktivnostima preduzeće može da ide ka rastu i razvoju, a upravo posvećenost

menadžera treba da rezultira time da njihovi zaposlenih budu što više uključeni u donošenje kreativnih ideja i sugestija čime se poslovanje može unaprediti. Varijable upravljanje promenama i inovativne i istraživačke aktivnosti umerenu korelaciju pokazuju i sa varijablom rešavanje konflikta, koja posebno dolazi do izražaja kada preduzeće nije spremno da sprovede odgovarajuće promene i dolazi do velikog otpora kod zaposlenih, a menadžeri nisu sposobni da promene sprovedu do kraja i savladaju otpor kod zaposlenih.

Na osnovu potvrđene velike zavisnosti i uticaja analiziranih varijabli, izvršena je regresiona analiza i utvrđen uticaj pojedinih varijabli aktivnosti i karakteristika menadžera na efikasnost strategijskog delovanja preduzeća.

Tabela 6. Regresiona analiza uticaja varijabli aktivnosti menadžmenta na varijable strategijsko delovanje (uključuje varijable koje su pokazale statističku značajnost)

Zavisne	Nezavisne	β	t	Sig.	R ²	F	Sig.																																																																																																																																												
SD1	AM2	,525	7,499	,000	,513	47,950	.000																																																																																																																																												
	AM7	,136	3,049	,002				SD2	AM1	,230	3,323	,001	,616	73,210	.000	AM2	,259	3,738	,000	AM3	,207	3,224	,001	AM7	,174	3,957	,000	SD3	AM2	,231	3,353	,001	,569	60,114	.000	AM3	,158	2,474	,014	AM7	,119	2,728	,007	SD4	AM2	,549	9,101	,000	,696	104,304	.000	AM4	,256	4,562	,000	AM6	,123	2,219	,027	SD5	AM1	,169	2,189	,029	,515	48,424	.000	AM2	,186	2,415	,016	AM3	,378	5,295	,000	AM4	-,168	-2,350	,019	AM5	,178	3,119	,002	SD6	AM2	,313	3,565	,000	,520	49,410	.000	AM3	,286	3,525	,000	AM7	,237	4,260	,000	SD7	AM2	,525	6,368	,000	,492	44,175	.000	AM3	,170	2,231	,026	SD8	AM2	,465	7,825	,000	,693	102,792	.000	AM3	,211	3,829	,000	AM4	-,191	-3,467	,001	AM5	,178	4,047	,000	AM7	,163	4,321	,000	SD9	AM2	,525	7,353	,000	,594	66,575	.000	AM3	,255	3,856	,000
SD2	AM1	,230	3,323	,001	,616	73,210	.000																																																																																																																																												
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SD3	AM2	,231	3,353	,001	,569	60,114	.000																																																																																																																																												
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SD4	AM2	,549	9,101	,000	,696	104,304	.000																																																																																																																																												
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SD5	AM1	,169	2,189	,029	,515	48,424	.000																																																																																																																																												
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	AM5	,178	3,119	,002																																																																																																																																															
SD6	AM2	,313	3,565	,000	,520	49,410	.000																																																																																																																																												
	AM3	,286	3,525	,000																																																																																																																																															
	AM7	,237	4,260	,000																																																																																																																																															
SD7	AM2	,525	6,368	,000	,492	44,175	.000																																																																																																																																												
	AM3	,170	2,231	,026																																																																																																																																															
SD8	AM2	,465	7,825	,000	,693	102,792	.000																																																																																																																																												
	AM3	,211	3,829	,000																																																																																																																																															
	AM4	-,191	-3,467	,001																																																																																																																																															
	AM5	,178	4,047	,000																																																																																																																																															
	AM7	,163	4,321	,000																																																																																																																																															
SD9	AM2	,525	7,353	,000	,594	66,575	.000																																																																																																																																												
	AM3	,255	3,856	,000																																																																																																																																															
	AM7	,093	2,060	,040																																																																																																																																															

Izvor: Sopstveno istraživanje

Tabelom (*Tabela 6*) su prikazani rezultati regresione metode kojom je ispitan doprinos varijabli aktivnosti menadžmenta za totalni R kvadrat regresije sa varijablama strategijskog delovanja. Rezultati ukazuju da su aktivnosti menadžmenta najbolji prediktori strategijskog odlučivanja ($R^2=0,696$) preduzeća. Samim tim, može se zaključiti da najveći značaj na efikasnost strategijskog odlučivanja imaju aktivnosti menadžmenta, pa stoga one objašnjavaju 69,6% varijacija strategijskog odlučivanja.

Sve prikazane vrednosti R^2 u tabeli (*Tabela 6*) su statistički značajne, dok su prikazane vrednosti samo onih varijabli koje pokazuju statističku značajnost ($\text{Sig.}<0,05$). Rezultati pokazuju najveći uticaj varijabli komunikacije, motivacije i obuke i razvoja zaposlenih, pri čemu je uticaj varijable motivacije pokazao statističku značajnost na sve varijable strategijskog delovanja preduzeća.

Tabela 7. Regresiona analiza uticaja varijabli aktivnosti menadžmenta na varijable strategijsko delovanje (uključuje varijable koje su pokazale statističku značajnost)

Zavisne	Nezavisne	β	t	Sig.	R^2	F	Sig.
SD1	KM1	,160	2,422	,016	,478	41,788	.000
	KM7	,406	6,252	,000			
SD2	KM1	,251	4,248	,000	,665	90,469	.000
	KM7	,510	8,770	,000			
SD3	KM1	,459	8,208	,000	,658	87,666	.000
	KM2	-,128	-2,015	,045			
	KM4	-,149	-2,698	,007			
	KM6	,269	3,752	,000			
	KM7	,343	6,248	,000			
SD4	KM1	,322	5,226	,000	,619	73,986	.000
	KM3	,191	3,022	,003			
	KM4	-,200	-3,285	,001			
	KM7	,308	5,094	,000			
SD5	KM5	,163	2,365	,019	,526	50,655	.000
	KM7	,601	8,799	,000			
	KM1	,194	2,551	,011			
SD6	KM2	-,364	-4,222	,000	,565	59,305	.000
	KM3	,286	3,661	,000			
	KM4	-,294	-3,908	,000			
	KM6	,309	3,161	,002			
	KM7	,483	6,454	,000			
SD7	KM5	,341	4,595	,000	,497	45,047	.000
	KM7	,270	3,672	,000			
SD8	KM5	,379	6,471	,000	,636	79,795	.000
	KM7	,344	5,941	,000			
SD9	KM5	,155	2,354	,019	,579	62,551	.000
	KM6	,208	2,439	,015			
	KM7	,439	6,731	,000			

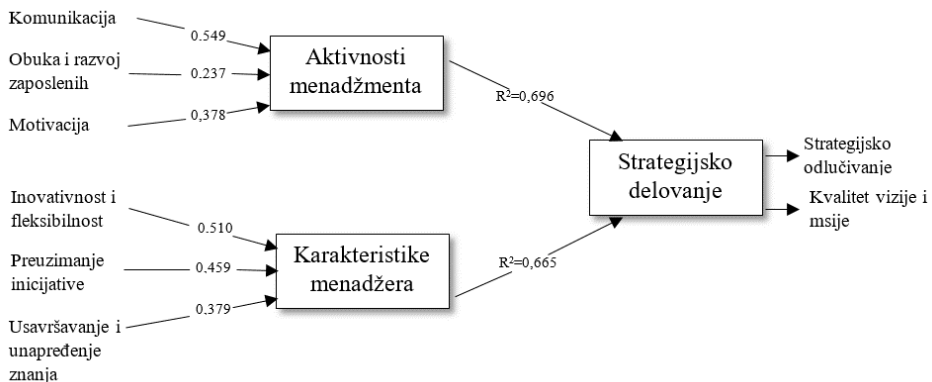
Izvor: Sopstveno istraživanje

Regresionom metodom ispitan je i doprinos varijabli karakteristika menadžera za totalni R kvadrat regresije sa varijablama strategijskog delovanja. Prikazani rezultati u tabeli (Tabela 7) ukazuju da su varijable karakteristike menadžera najbolji prediktori kvaliteta vizije i misije ($R^2=0,665$) preduzeća. Shodno tome, može se potvrditi da najveći značaj na kvalitet vizije i misije imaju karakteristike menadžera, odnosno da one objašnjavaju 66,5% varijacija kvaliteta vizije i misije.

Rezultati regresione analize pokazuju da su sve vrednosti R^2 u tabeli (Tabela 7) statistički značajne. Osim toga, prikazane su vrednosti samo onih varijabli koje pokazuju statističku značajnost (Sig.<0,05). Varijabla inovativnost i fleksibilnost pokazuje statistički značajan uticaj na sve varijable strategijskog delovanja. Varijable preuzimanje inicijative i usavršavanje i unapređenje znanja su, prema rezultatima regresione analize, pokazale veliki uticaj na veliki broj varijabli strategijskog delovanja.

Na osnovu rezultata regresione analize utvrđen je regresioni model koji izdvaja one aktivnosti i karakteristike menadžera koji imaju najveći uticaj na postizanje efikasnosti strategijskog delovanja, i izdvaja one varijable strategijskog delovanja na koje se postiže najveći uticaj navedenih varijabli.

Slika 1. Regresioni model uticaja aktivnosti i karakteristika menadžera na efikasnost strategijskog delovanja preduzeća



Regresioni model ukazuje na karakteristične varijable koje imaju najveći uticaj na strategijsko delovanje preduzeća, odnosno na strategijsko odlučivanje i kvalitet vizije i misije preduzeća. Ovim modelom ukazano je na značaj znanja kao bitnog faktora efikasnog strategijskog odlučivanja, ali i od velikog značaja je i inovativnost i fleksibilnost menadžera i njegova spremnost da preuzme inicijativu. Na efikasno strategijsko odlučivanje, a samim tim i ostvarivanje zadate vizije i misije preduzeća, ključnu ulogu igra ograničena klima

preduzeća koja podstiče komunikaciju među svim nivoima zaposlenih, ali i primenu različitih strategija materijalne i nematerijalne motivacije zaposlenih.

Zaključak

Istraživanje prikazano u radu, slično rezultatima rada prethodnih istraživanja, potvrdilo je uticaj aktivnosti i karakteristika menadžera na postizanje efikasnijeg i produktivnijeg rada, putem efikasnog strategijskog delovanja preduzeća. Rezultati istraživanja su utvrdili da varijable aktivnosti i karakteristike menadžera pokazuju statistički značajnu povezanost sa varijablama strategijsko delovanje, čime su hipoteze ovog rada potvrđene, a cilj istraživanja ostvaren.

Organizaciona klima koja je motivišuća, i gde je uspostavljena dobra komunikacija na svim nivoima, sposobna je da svoju konkurentsku prednost stiče na kolektivnom znanju preduzeća koje se prenosi i širi putem razmene ideja, mišljenja i iskustava među zaposlenima. Osim toga, da bi se preduzeće uspešno suočavalo sa promenama na tržištu, menadžeri moraju biti spremni da vode svoje zaposlene kroz promene, da budu sposobni da preuzmu inicijativu, ali i odgovornost u slučaju neuspeha. Inovativno i fleksibilno poslovanje postaje imperativ savremenih tržišnih uslova, te je stoga ta karakteristika veoma bitan kod uspešnih menadžera. Preduzeće može da ostvari uspešno poslovanje, kroz povoljnu organizacionu klimu i unapređenjem sposobnosti i veština menadžera, a posredstvom strategijskog delovanja preduzeća. Doprinos ovog istraživanja ogleda se u činjenici da su aktivnosti i karakteristike menadžera potvrdile svoj uticaj na efikasnost stretegijskog delovanja preduzeća, pri čemu se posebno istakao uticaj unapređenja znanja, motivacije i komunikacije, inovativnog i fleksibilnog delovanja menadžera. Rezultati istraživanja preduzećima mogu da ukažu u kom pravcu treba svoju organizacionu klimu da razvijaju i koje karakteristike menadžera da unapređuju, kako bi svoje poslovanje učinili konkurentnijim i efikasnijim. Osim toga, mogu da posluže i kao osnova za neka buduća istraživanja koja bi se bavila strategijama i metodama unapređenja aktivnosti i karakterisika menadžera u cilju postizanja efikasnijeg strategijskog delovanja.

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ACTIVITIES AND CHARACTERISTICS OF A MANAGER IN THE FUNCTION OF IMPROVING THE STRATEGIC ACTIVITY OF A COMPANY

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Original scientific work

Summary

The paper deals with the analysis of the role of activities and characteristics of the manager as a factor in improving the strategic activity of a company. The survey included 327 managers of different levels who are employed in companies operating on the territory of the Republic of Serbia. Correlation analysis confirmed statistically significant relationships between observed activity variables and managerial characteristics and strategic action variables. The regression method confirmed that the variables communication and innovation and flexibility had the greatest influence on all analyzed variables of strategic action, while the variables of activity and characteristics of managers had the greatest importance on the variables of strategic decision making and quality of vision and mission. The aim of the presented research is to point out the importance of activities and characteristics of managers with the goal of business promotion, primarily through strategic action, and that they can be crucial for improving the market and competitive position of companies.

Keywords: communication, innovation, flexibility, strategic action, competitiveness.

Introduction

In order for a company to secure its market share and competitive advantage, its strategic orientation is key. After defining its goals, i.e. what it wants to do, a company needs to choose an adequate strategy for the most efficient way of doing

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it. Strategic orientation of company's management enables the activation and implementation of changes that support achieving its long-term development goals, above all its development (Skalik, 2016). Strategic management presupposes a market-oriented view – towards customers, competitors and market surroundings – in order to support flexible strategies sensitive to rapid changes in customer behavior. (Aeker, 2009) Modern strategic management strives to increase competitive advantage and business effects by an adequate competitive strategy. (Prdić, 2017)

Effective knowledge management contributes to the strategic orientation. (Ferraresi et al., 2012) Understanding the role of human resources in development and using those capabilities for company resilience in accordance with extended responsibility of human resources for managing total human capital and contributing to its competitive success. (Lengnick-Hall et al., 2011)

Activities in managing human resources are strategically important because they are potentially valuable, rare and difficult to imitate or replace and they are of key importance for creating organizational capabilities to achieve company's strategic goals. (Manickavasagam, 2006) Managers must tie people with necessary capabilities and motivation, to complex, dynamic and fragile organizational goals and working conditions in order to influence permanent work results. (Paaue, Boselie, 2005) Research has confirmed that companies with higher level of human capital, level of education, training, work experience and skills work better if top managers realize that these resources give characteristic value (Carmeli, Schaubroeck, 2005), while research results revealed that value also lies in specific employees, those with particular knowledge, skills and capabilities, which are positively tied with competitiveness and company efficiency. (Lopez-Cabrales et al., 2006) There is a need for a planned strategy to be harmonized with implementation, creating necessary human capital, clear expectations, capabilities and motivation of employees, together with social capital, relationships, processes and systems for efficient strategy implementation. (Ostroff, Boven, 2000) Studies show that high performance work practices (Sels et al., 2006) and high-participation work organizations (Batt, Colvin, 2011) are tied with positive organizational results – increased productivity, lower job abandonment and dismissal rates.

Organizations can increase their strategic value by enhancing competencies in three major areas: organizational design, change management and performance measurement (Boudreau, Ramstad, 2005; Lavler et al., 2004). Nikandrou and Papalekandris (2007) have discovered that successful companies increased engagement of human capital in strategic decisions and built organizational capability through training and development, while researches (Green et al., 2006)

confirmed a positive and significant relationship between managing human capital and organizational performance.

Interconnectedness of different strategic orientations provides sustainable competitive advantage for organizations (Hult et al. 2004) while companies that continue balancing different strategic orientations have better performance (Bhuiyan et al., 2005). Dharmasiri (2009) stressed the importance of strategic orientation for success of organizations in developing countries.

Human resources have the possibility to learn. Thanks to knowledge and learning capabilities, human resources are the basis of introducing changes (Đuričin, Janošević, 2009). As a vital resource, people represent a key factor in improving company's performance. Ability of employees to adapt to changes in the surroundings is a real skill that can be a source of competitive advantage on oscillating markets. (Stevanović, 2009) Companies differ from each other by what they know, while the goal of efficient application of knowledge is making best decisions. (Mihajlović, 2014)

Aim of the paper and methodology used

Research presented in the paper should point to whether there is an influence and in what measure it was expressed between variables, activity and manager characteristics and variables of strategic action. The aim of the paper is to point to the significance of certain variables of activity and manager characteristics that have a big influence on the variables of strategic action, so they can be improved in the business. Research was conducted during 2019 and encompassed a sample of 327 different level managers employed in companies in Serbia. Research results were processed using the IBM SPSS Statistics 25 software program. Methods used in data processing are descriptive statistics, correlation and regression analysis that determined the mutual influence of analyzed variables and shown impact and contribution of individual variables. With this research the following hypotheses are being proven:

- H1: Variables of management activities show statistically significant connection with variables for strategic action.
- H2: Variables of management characteristics show a statistically significant connection with variables for strategic action.

Paper results with discussion

In order for the analysis of variables, activity and manager characteristics and variables for strategic action to be performed, evaluation of analyzed variables had to be done beforehand. Variables for strategic action were rated by semantic

differential scale in the range from 1 to 5, where 1 = very low, 5 = very high. Variables activity and manager characteristics were graded by the Likert scale which consists of 5 values, from 1 = I completely disagree to 5 = I completely agree.

Table 1. Descriptive statistics of variables for strategic action

Variable	Label	N	Min	Max	Middle value	Standard deviation
Efficiency of strategic decisions	SD1	327	1	5	3.53	1.002
Quality of vision and mission	SD2	327	1	5	3.63	1.119
Strategic planning	SD3	327	1	5	3.46	1.047
Strategic decision making	SD4	327	1	5	3.47	1.093
Managing changes	SD5	327	1	5	3.34	1.106
Innovative and research activities	SD6	327	1	5	3.31	1.265
Large market share	SD7	327	1	5	3.58	1.156
Promoting business quality	SD8	327	1	5	3.63	1.071
Promoting business competitiveness	SD9	327	1	5	3.60	1.120

Source: Own research

Descriptive statistic of analyzed variables of strategic actions of a company is shown in table (*Table 1*), where based on the results it can be seen that all analyzed variables were graded very well and that they exceed the middle value of 2.5. Among best graded variables are quality of vision and missions and promoting business quality with a grade of 3.63, while promoting business competitiveness got 3.60. This points to the fact that quality of vision and mission is of key significance for efficient strategic action. Other than that, promoting quality and competitiveness of business are strategic action goals for every company that wants to be successful on the market. Innovative and research activities with 3.31 and managing changes with 3.34 stood out as the lowest rated variables. These variables show that analyzed companies don't pay much attention to these segments that are necessary to maintain or promote their market position in an unpredictable surroundings.

Table 2. Descriptive statistics of manager activities variables

Variable	Label	N	Min	Max	Middle value	Standard deviation
Leadership	AM1	327	1	5	3.54	1.215
Communication	AM2	327	1	5	3.76	1.091
Motivation	AM3	327	1	5	3.46	1.245
Rewarding	AM4	327	1	5	3.40	1.311
Team cooperation	AM5	327	1	5	3.78	1.157
Employee involvement in decision making	AM6	327	1	5	3.47	1.329
Employee training and development	AM7	327	1	5	3.59	1.163

Source: Own research

Management activities in companies were graded by respondents and descriptive statistics, showing that all observed variables got high grades. However best graded variables are team work with 3.78, communication with 3.76 and training and development with 3.59. Successful communication within a company provides transfer of information, creative ideas and knowledge necessary to implement set goals. Other than that, the significance of training and development in a company has been pointed out, because successful and competitive companies have recognized knowledge as a key factor of modern businesses and they build their competitiveness on the market by training their employees. Among the lowest graded variables of management activities are rewarding and motivation with 3.46. Those companies that don't motivate or reward their employees according to their dedication and effort will end up with employees that perform their tasks routinely, without motivation to engage in achieving better results. Such employees have a goal to achieve material gain, while self-confirmation and carrier advancement are lacking, so their work isn't productive and fulfilled with creativity and ideas.

Table 3. Descriptive statistics of manager characteristics variables

Variable	Label	N	Min	Max	Middle value	Standard deviation
Taking initiative	KM1	327	1	5	3.45	1.197
Trust and commitment	KM2	327	1	5	3.65	1.156
Risk taking	KM3	327	1	5	3.54	1.260
Resolving conflicts	KM4	327	1	5	3.55	1.199
Improving and advancing knowledge	KM5	327	1	5	3.61	1.193
Organizational skills	KM6	327	1	5	3.58	1.076
Innovation and flexibility	KM7	327	1	5	3.50	1.228

Source: Own research

Respondents graded manager characteristics variables very high. Among better graded variables are trust and commitment with 3.65, improving and advancing knowledge with 3.61 and organizational skills with 3.58. This indicates that managers of surveyed companies are dedicated to their work and have confidence of their superiors and employees. Successful manager must have organizational skill in order to put the right people at the right position and instruct them to head in the right direction to achieve the set company goals. In order to be more efficient in achieving this, all employees must improve their knowledge and skills and find new ways and methods to make the business more efficient. Manager characteristics variables with the lowest grade are taking initiative with 3.45 and risk taking with 3.54. Managers in domestic companies lack the leadership ability which is necessary to be able to take initiative, and through creative and innovative ideas drive their

employees, take care of them and allow them to participate in decision making, but with that be ready to take risks in case of failure.

Correlational relations shown in table (Table 4) show that there is a strong interconnectedness among management activities and strategic action variables, based on which hypothesis 1 is confirmed. Namely, in all analyzed relationships positive correlations of moderate and high amount were established. This shows that promoting management activities improves efficiency of strategic action.

Table 4. Correlation between management activities and strategic action variables

	AM1	AM2	AM3	AM4	AM5	AM6	AM7
SD1	.600**	.698**	.567**	.555**	.471**	.525**	.525**
SD2	.720**	.724**	.689**	.644**	.589**	.642**	.595**
SD3	.659**	.685**	.682**	.671**	.600**	.651**	.556**
SD4	.714**	.791**	.687**	.736**	.578**	.713**	.567**
SD5	.631**	.639**	.659**	.550**	.590**	.573**	.451**
SD6	.629**	.659**	.640**	.583**	.537**	.603**	.568**
SD7	.576**	.677**	.604**	.566**	.537**	.569**	.488**
SD8	.701**	.787**	.697**	.617**	.677**	.669**	.601**
SD9	.632**	.739**	.681**	.622**	.590**	.604**	.526**

Source: Own research

Note: **. Correlation is significant at 0.01.

High correlation and pronounced connectivity is established between variables leadership and quality of vision and mission, strategic decision making and improving business quality. These relationships show that the power of the leader that has initiative and possibility to realize his ideas through his employees that are involved in the making and implementing decisions is key for carrying out efficient strategic decisions that he ensures achieving set missions and visions of the company with improving business quality. Other than that, variable communication shows a strong and positive connection with variables quality of vision and mission, promoting business quality and promoting business competitiveness. These relationships show that efficient communication in a company that secures information, idea and knowledge flow among employees and managers provides achieving set company goals that are based on promoting quality and business competitiveness. Strategic decision making variable, other than with leadership variable, has an important connection with variables rewarding and involvement of employees in decision making. This connectedness shows that for efficient strategic decision making it's necessary to ensure involvement of employees in order to secure making the right decisions, the implementation of which they would influence

for achievement of better results. Employee rewarding factor contributes to this, positively influencing their commitment, effort and work in implementing strategic decisions.

Team collaboration and efficiency of strategic decisions, and training and employee development variables have the weakest correlation with limited connectedness with variables managing changes and larger market share. In order to make strategic decisions it's necessary to carry out the analysis of external and internal surroundings and coordinate all sectors within a company so the decision would yield the desired effect. In companies where team collaboration is lacking among all management levels, the possibility to make efficient strategic decisions lacks as well. Other than that, companies where training and employee development aren't sufficiently represented, there is a possibility that employees don't develop adequate experience and skills for modern business performance and understanding the need for an organization to be prepared to change and learn in order to develop and grow on the market.

Table 5. Correlation between manager characteristics and strategic action variables

	KM1	KM2	KM3	KM4	KM5	KM6	KM7
SD1	.588**	.500**	.559**	.502**	.574**	.586**	.675**
SD2	.712**	.604**	.654**	.617**	.678**	.701**	.794**
SD3	.748**	.579**	.621**	.577**	.637**	.708**	.739**
SD4	.719**	.630**	.687**	.580**	.651**	.671**	.728**
SD5	.563**	.499**	.508**	.491**	.609**	.592**	.710**
SD6	.593**	.465**	.590**	.461**	.598**	.635**	.696**
SD7	.587**	.585**	.580**	.553**	.663**	.620**	.654**
SD8	.632**	.602**	.634**	.627**	.748**	.694**	.751**
SD9	.579**	.591**	.596**	.618**	.669**	.688**	.733**

Source: Own research

Note: **. Correlation is significant at 0.01.

Manager characteristics and strategic action variables show strong and positive correlation, based on which hypothesis 2 was confirmed. Most correlations show important connectedness while one part of them shows distinct connection between analyzed variables.

Distinct connection was established between variables taking initiative and quality of vision and mission, strategic planning and strategic decision making. This shows the significance of creative and innovative manager actions and his capability to take initiative in starting actions necessary to achieve organizational goals, though timely planning and decision making. High correlation was established between variables improvement and advancement of knowledge and promoting business quality, which only shows

an important connection between knowledge and quality as key business improvement factors. Without adequate knowledge, skills and capabilities that a good manager must continuously improve, there isn't a possibility of promoting business quality, which is based on involvement of employees in achieving quality and creating responsibility to develop quality as a common goal to which they strive. (Cvjetković, 2015) Organizational capability variable has shown a distinct connection with quality of vision and strategic planning variables. This confirms that managers that are able to put the right people in the right place and adequately allocate work tasks to them, are efficient in achieving the given company vision and mission and implementing strategic company plans by securing efficiency in business performance. High correlation and pronounced connection was noted by variable innovation and flexibility to almost all strategic action variables. This indicates that the characteristics of managers in unforeseen and changeable market conditions, their innovation to answer new challenges put in front of them and flexibility that enables them to adapt more easily to new demands and conditions that the market imposes. Their ability lies in not allowing these changes to negatively affect the company's operations, as well as redirect their business and draw gain from those changes.

Moderate correlations that show important connection are noted between variables trust and dedication and variables managing changes and innovative and research activities. The companies that lack manager trust and their dedication to employees, adequate change management and innovation in development is absent as well. Changes are inevitable in a company's business, but they often encounter resistance with employees, so their trust in managers is crucial so they can accept those changes and help them to perform their activities more efficiently. On the other hand, a company can grow and develop only with innovative activities, and it's the dedication of managers that should result in the fact that employees should be more involved in creative decision making and suggestions that can improve the business. Managing changes and innovative and research activities variables show a moderate correlation with resolving conflict variable, which is especially pronounced when a company isn't prepared to conduct adequate changes and comes to great resistance from employees, so managers aren't able to implement the changes fully and overcome the resistance from employees.

Based on confirmed great dependence and influence of analyzed variables, regression analysis was performed and the influence of certain activity and manager characteristics variables on the efficiency of strategic action of the company variable was determined.

Table 6. Regression analysis on the influence of management activity variable on strategic action variable (includes variables that showed statistical significance)

Dependent	Independent	β	t	Sig.	R ²	F	Sig.
SD1	AM2	.525	7.499	.000	.513	47.950	.000
	AM7	.136	3.049	.002			
SD2	AM1	.230	3.323	.001	.616	73.210	.000
	AM2	.259	3.738	.000			
	AM3	.207	3.224	.001			
	AM7	.174	3.957	.000			
SD3	AM2	.231	3.353	.001	.569	60.114	.000
	AM3	.158	2.474	.014			
	AM7	.119	2.728	.007			
SD4	AM2	.549	9.101	.000	.696	104.304	.000
	AM4	.256	4.562	.000			
	AM6	.123	2.219	.027			
SD5	AM1	.169	2.189	.029	.515	48.424	.000
	AM2	.186	2.415	.016			
	AM3	.378	5.295	.000			
	AM4	-.168	-2.350	.019			
	AM5	.178	3.119	.002			
SD6	AM2	.313	3.565	.000	.520	49.410	.000
	AM3	.286	3.525	.000			
	AM7	.237	4.260	.000			
SD7	AM2	.525	6.368	.000	.492	44.175	.000
	AM3	.170	2.231	.026			
SD8	AM2	.465	7.825	.000	.693	102.792	.000
	AM3	.211	3.829	.000			
	AM4	-.191	-3.467	.001			
	AM5	.178	4.047	.000			
	AM7	.163	4.321	.000			
SD9	AM2	.525	7.353	.000	.594	66.575	.000
	AM3	.255	3.856	.000			
	AM7	.093	2.060	.040			

Source: Own research

Table (Table 6) shows the results of the regression method used to examine the contribution of management activity variable for total R square regression with strategic action variable. Results indicate that management activities are best predictors of strategic decision making ($R^2=0.696$) of a company. Thus, it can be concluded that management activities have the biggest contribution for efficiency of strategic decision making, as they explain 69.6% of strategic decision making variations.

All values R^2 shown in table (Table 6) are statistically significant, while values shown are only for those variables that have statistical significance ($\text{Sig.}<0.05$). Results show that the biggest influence is by variables communication, motivation and employee training and development, where

the influence of motivation showed statistical significance on all variables of company's strategic action.

Table 7. Regression analysis of the influence of variable management activity on the variable strategic action (involves variables that showed statistical significance)

Dependent	Independent	β	t	Sig.	R ²	F	Sig.
SD1	KM1	.160	2.422	.016	.478	41.788	,000
	KM7	.406	6.252	.000			
SD2	KM1	.251	4.248	.000	.665	90.469	,000
	KM7	.510	8.770	.000			
SD3	KM1	.459	8.208	.000	.658	87.666	,000
	KM2	-.128	-2.015	.045			
	KM4	-.149	-2.698	.007			
	KM6	.269	3.752	.000			
	KM7	.343	6.248	.000			
SD4	KM1	.322	5.226	.000	.619	73.986	,000
	KM3	.191	3.022	.003			
	KM4	-.200	-3.285	.001			
	KM7	.308	5.094	.000			
SD5	KM5	.163	2.365	.019	.526	50.655	,000
	KM7	.601	8.799	.000			
	KM1	.194	2.551	.011			
SD6	KM2	-.364	-4.222	.000	.565	59.305	,000
	KM3	.286	3.661	.000			
	KM4	-.294	-3.908	.000			
	KM6	.309	3.161	.002			
	KM7	.483	6.454	.000			
SD7	KM5	.341	4.595	.000	.497	45.047	,000
	KM7	.270	3.672	.000			
SD8	KM5	.379	6.471	.000	.636	79.795	,000
	KM7	.344	5.941	.000			
SD9	KM5	.155	2.354	.019	.579	62.551	,000
	KM6	.208	2.439	.015			
	KM7	.439	6.731	.000			

Source: Own research

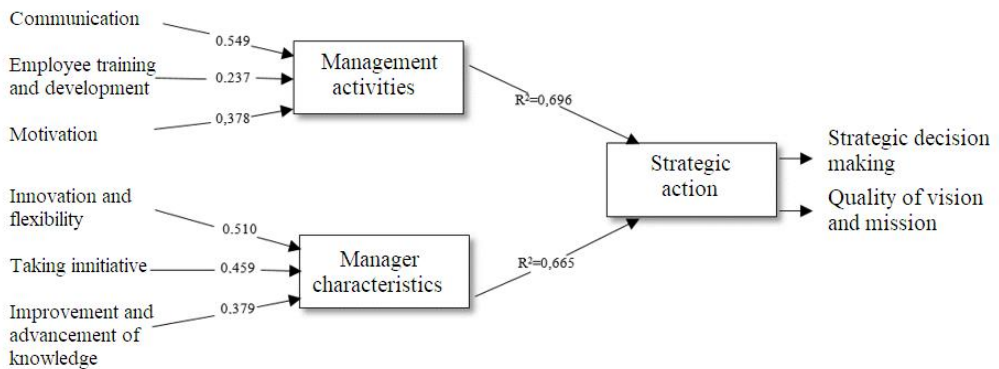
Regression method was used to question the contribution of manager characteristics variables for total R square regression with strategic action variables. Results shown in table (Table 7) indicate that manager characteristics variables are best predictors of company's quality of vision and mission ($R^2=0.665$). Consequently it can be confirmed that manager characteristics have the biggest significance on the quality of vision and mission, i.e. they explain 66.5% of mission and vision quality variations.

Regression analysis results show that all values in R^2 table (Table 7) are statistically important. In addition, only values of variables that show statistical significance ($\text{Sig.}<0.05$) are shown. Innovation and flexibility

variable shows statistically significant influence on all strategic action variables. Taking initiative and improving and enhancing knowledge variables have, according to regression analysis results, shown great influence on a large number of strategic action variables.

Based on regression analysis results, a regression model that separates those activities and characteristics of managers that have the biggest influence on achieving efficiency of strategic action was determined, and singles out those variables of strategic action on which the greatest influence of the mentioned variables is achieved.

Picture 1. Regression model of the influence of activity and characteristics of managers on efficiency of a company’s strategic action



The regression model indicates the characteristic variables that have the biggest influence on a company’s strategic action, i.e. strategic decision making and a company’s quality of vision and mission. This model indicates the significance of knowledge as an important factor of efficient strategic decision making, but innovation and flexibility of managers and his ability to take initiative is also of great significance. Organizational setting of the company plays a key role on efficient strategic decision making and with it on achieving set visions and missions of a company. It encourages communication among employees on all levels, as well as application of different strategies of material and immaterial motivation.

Conclusion

Similar to results of previous researches, the research shown in the paper confirmed the influence of activities and characteristics of a manager on achieving more efficient and productive work through efficient strategic action of a company. Research results determined that variables activity and characteristics of a manager show statistically significant connection with

strategic action variables, which confirms the hypotheses of this paper and the research goal is achieved.

A company where the organizational setting is motivating, and good communication is established on all levels is capable to gain its competitive advantage on collective knowledge which is transferred and spread through exchange of ideas, opinions and experience among employees. In order for a company to be able to face market changes successfully, managers must be ready to lead their employees through changes, to be able to take initiative, as well as responsibility in case of failure. Innovative and flexible business is becoming an imperative of modern market conditions, so it's therefore that characteristic which is very important for successful managers. Company can achieve successful business performance through favorable organizational setting and promoting the abilities and skills of managers through strategic action of the company. Contribution of this research is in the fact that activities and characteristics of managers confirmed their influence on efficiency of a company's strategic action, where the influence of promoting knowledge, motivation and communication, innovative and flexible action of managers stood out. Research results can indicate to companies in which direction they should develop their organizational setting and which characteristics of managers to promote in order to make their business more competitive and efficient. Besides that, it can serve as a basis for future research that would deal in strategies and methods of promoting activities and characteristics of managers with a goal of achieving efficient strategic action.

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