

ULOGA TIMSKOG MENADŽMENTA U SAVREMENIM USLOVIMA POSLOVANJA

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Apstrakt

Timski rad zahteva kvalitetno dvosmerno komuniciranje u timu, formalno i neformalno, koje se može ostvariti samo pojačanim angažovanjem pošiljaoca i primaoca informacija u procesu komuniciranja. Kvalitetnim komuniciranjem uklanjaju se, ili svode na najmanju meru, psihološke, semantičke, fizičke i tehničke smetnje procesa komuniciranja.

Uspešno funkcionisanje tima zahteva stalnu razmenu informacija između članova tima, stvaranje povoljne organizacijske klime (timske atmosfere), motivaciju članova tima, podsticanje članova tima na stvaralački rad i inicijativu i suptilno vođenje članova tima ka cilju.

Ključne reči: menadžment, timski rad, organizacija rada.

Uvod

Ponašanje članova tima je uzrokovano (potrebom, očekivanjem, pobudom iz sistema ili okruženja), usmereno (ciljno orijentisano) i motivisano, a na njega u

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velikoj meri utiču nasleđe (genetske fizičke i mentalne osobine, iskustvo i učenje), sredina (sa njom je čovek u interakciji a ona se dinamično menja u vremenu) i trenutni motivi (nastaju kao rezultat unutrašnjih procesa ili kao reakcija čoveka na organizaciono okruženje). Ponašanje članova tima se može predvideti, kontrolisati, usmeravati, prilagođivati i menjati adekvatnim postupcima rukovodioca tima (Mićović & Miletić, 2019).

Organizacija posla u grupi (tim) mora da bude osmišljena tako da budu zadovoljne potrebe pojedinaca i grupe i da ljudi dobiju satisfakciju iz samog rada (Tešić i dr., 2021). Preduslovi da članovi tima efikasno obavljaju zadatke jesu: da članovi tima prihvate ciljeve koje treba slediti; izbor adekvatnog načina, odnosno stila rukovođenja (demokratski), i postojanje određenog sistema stimulacije, odnosno priznanja i nagrada za rad, koji su unapred poznati članovima tima.

Članovi tima učestvuju u pripremi i donošenju odluka o radu tima. Oni moraju da znaju svoje uloge i odgovornost da imaju široko razumevanje, koje je iznad tehničkih potreba ostalih članova organizacije, jer su oni animatori i protagonisti novih načina rada i stremljenja u organizaciji (Nabih et. Al., 2016).

Timski rad se zasniva na punoj saradnji i stalnom međusobnom informisanju, pa je oslobođen klasičnog rivalstva i prestiža, jer nema takozvani primat ideja koji donosi "slavu". U timskom radu se neposredno komunicira i informacije dele, a ideje iznose odmah da bi se što pre rešio problem. Naravno, autorstvo se, ako je bitno, nikome ne osporava, ali se ideja odmah koristi.

Timski rad karakteriše neograničeno kretanje informacija relevantnih za zadatak. Svaki član tima, dakle, mora da bude odmah obavešten o svim pojavama i promenama.

U timskom radu se ne toleriše izolovan (odvojen) rad kako ne bi došlo do toga da neko u poodmakloj fazi shvati da je "na pogrešnom putu" ili da ono što radi nije uopšte potrebno. Zato su u timskom radu neophodi permanentno međusobno informisanje, konfrontacija stavova, puna saradnja i stalna konsultacija ostalih članova tima (Ivanova & Ristić, 2020).

Svaki predlog, deo ili aspekt zadatka u timu postaje predmet otvorene i konstruktivne diskusije (rasprave), a zauzeti stavovi su stavovi tima u celini. Zbog konstruktivnosti diskusije (rasprave) ne smeju doći do izražaja funkcije, članovi, činovi, titule i dr. Naime, to su obeležja članova tima u situacijama kada su "van tima", a u timu ne smeju imati uticaja, s obzirom na to da su svi članovi tima izjednačeni.

Proces stalne komunikacije u timu je jedna od bitnih karakteristika timskog rada, a omogućava držanje svih članova tima u kursu događaja i pruža mogućnost da članovi tima utiču jedni na druge (Dabke, 2016).

Kritika je značajan faktor u radu tima, jer članovi iznose svoja stručna mišljenja, koja ostali opovrgavaju ili ne opovrgavaju, ali ih uglavnom podvrgavaju kritici. Ona je konstruktivna i predstavlja sastavni deo pomoći svih članova tima svakom njegovom članu radi toga da se nađe najbolje rešenje.

Pripreme za uvođenje timskog rada

Organizovanje timskog rada zahteva novu podelu zadataka, odgovornosti i kompetencija u grupi i posebno novi rukovodeći status rukovodioca tima što izaziva poremećaje u odnosu na dotadašnje navike i funkcionisanje sistema.

Velika smetnja timskom radu je hijerarhijska pozicija rukovodećih ličnosti i postojeća shvatanja u postojećim stalnim organizacionim strukturama.

Timski rad je vrlo teško sprovesti u organizaciji gde ni moć naređivanja, ni ovlašćenja ni troškovi nisu pod ingerencijom jedne organizacione strukture ili jednog čoveka (Hair et al., 2019).

Za realizaciju projekta angažovanjem stručnog radnog tima, neophodno je obezbediti pravilno shvatanje značaja projekta a time i pozitivan odnos saradnika što se postiže odgovarajućim usklađivanjem funkcija stručnih organa i njihovih rukovodilaca sa timskom funkcijom.

Članovi stalne organizacije moraju shvatiti i osetiti da se timskim radom i promenama koje uvodi postiže bolja pomoć i podrška saradnika i jača organizacija odnosno da je timski rad dobitak a ne gubitak za organizaciju.

Organizacija posla u grupi (timu) mora biti tako osmišljena da potrebe pojedinaca i grupe budu zadovoljene i da ljudi dobijaju satisfakciju iz samog rada.

Da bi članovi tima efikasno izvršavali zadatke moraju biti ispunjeni određeni preduslovi (Stanković & Milenković, 2018):

- prihvatanje ciljeva, od strane članova tima, koje treba slediti;
- izbor adekvatnog načina odnosno stila rukovođenja (demokratski) i
- postojanje određenog sistema stimulacije odnosno priznanja i nagrada za rad.

Članovi tima moraju biti zastupljeni i u pripremi i u donošenju odluka. Oni moraju biti poznavaoци svoje uloge i odgovornosti i imati široko razumevanje koje je iznad tehničkih potreba ostalih članova organizacije jer su oni animatori i protagonisti novih načina rada i stremljenja u organizaciji.

Upravljanje timom

Rukovodioc tima je centralna figura u upravljanju timom. On organizuje, usmerava, koordinira, integriše rad članova tima, rešava probleme i konflikte, i daje zadatke, sve u cilju efikasnog odvijanja timskog rada.

Od rukovodioca tima se zahteva da zna, da ume i da može da stvara i vodi tim pri rešavanju problema zbog kojih je tim formiran. Od njega se ne zahteva da bude veliki poznavaoac jedne oblasti odnosno discipline već da poseduje određena primenjena znanja iz više oblasti (znati šta čime može da se reši i uz čije angažovanje).

Posedovanje ovlaštenja i moći pruža rukovodiocu tima veću mogućnost izbora resursa svih vrsta i komuniciranje sa subjektima koji mogu znatno uticati na realizaciju projekta(Vukotić i dr., 2019).

Da bi rukovodilac tima uticao na članove tima i konsultante (a i određene linijske rukovodioce) da se ponašaju u skladu sa njegovim zahtevima mora posedovati određenu moć, poznavati prirodu čoveka i motivisati ljude za rad.

Rukovodilac tima treba posedovati sledeće moći: moć legitimiteta, moć prinude, moć nagrade, moć stručnosti i moć ugledanja(Fapohunda, 2013).

Prva tri izvora moći su formalne prirode i potiču iz mesta i uloge koju pojedinac ima u organizacionoj strukturi i ovlaštenja koja poseduje u skladu sa time odnosno po osnovu privremenog delegiranja ovlaštenja.

Moć stručnosti i moć ugledanja su vezani za individualne osobine rukovodioca tima i ne mogu se formalno dobiti već se stiču na osnovu znanja, iskustva, veština, navika i upravljačkog stila.

Rukovodilac tima može uticati na različite načine na članove projektnog tima(Avakumović i dr., 2021(c)):

- autoritetom (povezan je sa moći legitimiteta);
- uveravanjem (povezano je sa moći stručnosti i ugledanja) i
- kontrolom (povezana je sa moći nagrade i moći prinude).

Daljom operacionalizacijom navedenih uticaja na upravljanje timom i njihovim povezivanjem sa određenim izvorima moći, mogu se identifikovati sledeće veze između pojedinih oblika moći sa pojedinim metodama uticaja(Kuka i dr., 2018):

- moć legitimiteta omogućava uticaj preko autoriteta;
- moć prinude omogućava uticaj putem prinude;

- moć nagrade omogućava uticaj preko radnog izazova, obezbeđenja budućeg rada, plate i unapređenja;
- moć stručnosti obezbeđuje uticaj preko davanja stručnog mišljenja (ekspertize);
- moć ugledanja omogućava uticaj preko prijateljstva.

S obzirom na specifičnu prirodu projekata i na činjenicu da projektni timovi imaju nestabilnu organizacionu formu (uglavnom su privremenog karaktera) mnogo je bolje kada rukovodioc projekta koristi moć stečenu putem poverenja nego moć stečenu putem ovlašćenja (legitimnu moć).

Iskustva iz prakse pokazuju da su bolji rezultati postignuti u upravljanju projektima kad je primenljivana moć nagrade i moć stručnosti nego kod upotrebe moći legitimiteta i moći prinude.

Određene pretpostavke u vezi efikasnog rada radnih timova najčešće nemaju adekvatan odraz u realnim situacijama jer nije dovoljno uvažena ljudska priroda odnosno shvatanje o ljudima je dosta idealizovano što dovodi do pojave konflikata u okviru tima.

Mora se uvažavati činjenica da je ponašanje članova tima uzrokovano, motivisano i ciljno usmereno a na njega utiču sredina, nasleđe i trenutni motivi. Ljudi se mogu motivisati da deluju u pravcu željenog ponašanja (dostizanja ciljeva) ako se ciljevi projekta usklade sa ciljevima pojedinaca. U timovima gde to nije rešeno motivacija članova tima je slaba, češće dolazi do konflikata a radni moral je slabiji.

Nezaobilazna pojava pri timskom rešavanju problema projektne prirode jeste konflikt. Konflikati mogu uticati pozitivno i negativno na članove tima. NJima se može upravljati odnosno na njih se može uticati. Umešnost rukovodioca tima upravo dolazi do izražaja u stvaranju uslova za ispoljavanje pozitivnih učinaka konflikata (podsticanje ljudi na razmišljanje i donošenje racionalnih odluka) i u smanjenju i neutralisanju negativnih uticaja konflikata na rad tima.

Postoje određeni ograničavajući faktori (psihološke prirode) koji članove tima odvrćaju od glavnih zadataka (Panić i dr., 2018):

- unutrašnji konflikt članova tima nastao kao rezultat težnje za nezavisnošću od članova grupe (i rukovodioca projekta) i objektivne zavisnosti od grupe - tima (i posebno od rukovodioca tima);
- stvaranje neformalnih grupa u okviru tima;
- pojava konflikata između članova tima.

Rukovodilac tima može i treba da utiče na: ulogu i funkciju pojedinih članova tima; ciljeve tima; grupne procese; interpersonalne odnose u timu (grupi); pojedinačno

ponašanje članova tima i pravednu raspodelu “zarađene vrednosti - ostvarene dobiti“ i javne promocije članova tima.

Praksa pokazuje da rukovodioci timova više rade na prva dva objekta uticaja a da realna situacija nalaže veće angažovanje i uticaj na zadnja tri objekta uticaja.

Izvori konflikata u radu tima mogu biti(Avakumović i dr., 2021(a)):

- konflikt zbog prioriteta aktivnosti (različita mišljenja o prioritetima aktivnosti);
- konflikt zbog administrativne procedure (različita mišljenja u vezi s administrativnim prioritetima, odgovornostima i izveštavanjem);
- konflikt zbog tehničkih pitanja (različita mišljenja oko specifikacije tehničkih postupaka i drugih tehničkih pitanja);
- konflikti zbog ljudskih resursa (ograničenost resursa i dualnost u naređivanju - izdavanju zadataka);
- konflikt zbog troškova - gubitaka (različita procena troškova i mišljenja u vezi toga);
- konflikt zbog programa (sadržaj programa i redosled događaja);
- lični konflikt (različita mišljenja i gledanja kao posledica razlike među ljudima).

Iskustva iz prakse pokazuju da su prioriteti projekta, tehnička pitanja, ljudski resursi i programi najčešći izvori konflikata kod realizacije projekta.

Osnovni načini rešavanja konflikata su konfrontacija, kompromis, izgladivanje (popravljanje - poravnavanje), prisiljavanje i povlačenje.

Konfrontacija je način rešavanja konflikta kroz direktno sučeljavanje mišljenja i ideja različitih učesnika(Radovanović i dr., 2021).

Kompromis je način rešavanja konflikta gde svaki učesnik konflikta nešto gubi i dobija odnosno svaki član umešan u konflikt odstupa delimično od svog mišljenja i svojih stavova kako bi se našlo zajedničko rešenje kroz usaglašavanje stavova.

Izgladivanje je način rešavanja konflikta kroz postepeno smanjivanje razlika u mišljenjima i kroz sporazumevanje(Janovac & Virijević-Jovanović, 2020).

Metod prisiljavanja predstavlja način rešavanja konflikta kroz nametanje svog mišljenja drugoj strani i vršenje pritiska da ga druga strana prihvati.

Povlačenje je metod rešavanja konflikta kod koga se jedna strana povlači iz konflikta. Ovaj način rešavanja konflikta nije poželjan kod timskog rada i upravljanja projektima.

Organizacija timskog rada

Tim kao pojam nije ni nov ni nepoznat, ali je nedovoljno i površno razrađen sa organizacionog stanovišta. Tim nije bilo kakav skup ljudi. To je skup ljudi raznovrsnih struka, sa tačno određenim ulogama, čiji je zadatak da na adekvatan način, svestrano priđu rešavanju kompleksnih problema (Berber i dr., 2019). Danas je sve više složenih problema, posebno iz područja organizacije i rukovođenja i zato je neophodno da se na jedan dobro osmišljen način uključe u njihovo rešavanje stručnjaci različitih specijalnosti, radi svestranog zahvatanja kompleksnih problema.

To nije stalno organizaciono telo, već radna struktura za izvršenje konkretnog zadatka (Cvjetković i dr., 2021). Tim se formira za svaki zadatak posebno i po izvršenju takvog zadatka prestaje njegova funkcija. Dakle, tim ne predstavlja posebni tip organizacije, mada je za izvršenje zadatka primenom metoda timskog rada potrebno da organizaciona struktura bude tako podešena da omogućava formiranje timova i primenu timskog rada.

Članovi tima ne moraju da budu istog organizacionog položaja, ali moraju da budu kompetentni u ekspertnom smislu. Ali, za vreme rada svi članovi tima su ravnopravni i nijedan član nema privilegije zbog položaja. Tako član tima sa manjom funkcijom ili bez funkcije, sa manjim činom ili bez čina, sa ili bez titule, ulazi u tim ravnopravno s drugim članovima. A za vreme rada presudan je stručan prilaz zasnovan na činjenicama, kako bi se određeni problem najoptimalnije rešio (Dakić i dr., 2021).

Članovi tima se biraju po specijalnosti i području delovanja i na taj način se pokrivaju svi aspekti problema ili zadatka. Tako se dobija ukupni radni i stručni potencijal koji je idealan za rešavanje problema, a inače nedostižan za pojedinca.

Međutim, mora se posebno naglasiti da je tim jedno, a timska koncepcija organizovanja nešto sasvim drugo. Polazeći od toga, treba istaći da se sve bitne i značajne aktivnosti obuhvataju adekvatnim timski organizovanim stručnim kadrom. Timovi se, zavisno od faze u odvijanju aktivnosti, menjaju i pregrupišu. Bulat razlikuje tri vrste timova: osnovne timove, koordinacione timove i kompleksne timove na nivou celine.

Sa stanovišta postupnog prihvatanja i uvođenja ovog koncepta, suštinsko obeležje timskog koncepta organizacije rada moglo bi se u kondenzovanom obliku izložiti na sledeći način:

Timski koncept organizacije ne zahteva ukidanje organizacione strukture u tradicionalnom - klasičnom smislu, ali je potrebna njena modifikacija radi pružanja veće mogućnosti za formiranje timova i primenu timskog rada (Avakumović i dr., 2021)(b)).

U današnjim uslovima rada, sve je više složenih problema koji zahtevaju specijalnu radnu strukturu za svoje rešenje, što može da obezbedi samo timska organizacija rada.

Zatvoreni oblici krute hijerarhijske strukture, sa strogo podeljenim resorskim nadležnostima, više nisu u stanju da pruže zadovoljavajuće, svestrano razmotreno rešenje nekog kompleksnog problema, što dovodi do daljeg usložavanja situacije i usporavanja razvojnog hoda.

Kada govori o organizaciji timskog rada, dr Branislav Jovanović kaže: "Za pravilno postavljanje timske organizacije rada neophodno je: definisati problem; shvatiti zadatak; raščlaniti zadatak; iznaći količinu potrebnog rada i vrstu (profil) znanja za rešavanje problema; obezbediti (predvideti materijalne, prostorne i vremenske činioce za rešavanje problema; odabrati ljude za rešavanje problema; odrediti (postaviti) organizacijsku strukturu; svakom članu u timu dati konkretan zadatak; obezbediti uvid organizatora nad radom tima." (Mayer et al., 2016)

Baker i njegova grupa su nastojali da utvrde odnos između struktura grupe i prirode zadatka. Došli su do zaključka da se centralizovane strukture podesne za jednostavne zadatke, dok se za složene zadatke koji traže kreativnost, elastičnost i sveobuhvatnost u svom rešavanju podesnije decentralizovane strukture podesnije, kako u pogledu kvaliteta tako i u pogledu brzine rešavanja zadatka.

Zaključak

Previše autoritativno i dominantno nastupanje pojedinih linijskih i funkcionalnih rukovodioca u ulozi članova tima; Status u timu nije određen samo ličnim karakteristikama članova i aktivnošću u timu, nego i time koji status pojedinac ima van tima u organima hijerarhijskog ustrojstva. Više se pažnje posvećuje idejama koje iznosi član tima sa višim nego onaj sa nižim hijerarhijskim statusom. Rasprava o problemu je otvorena među jednakim po statusu, dok je suzdržana ili sasvim odsutna među onima čiji je status znatno različit. Istraživanja pokazuju da se članovi tima sa nižim statusom, retko suprotsavljaju onim članovima tima od kojih im zavisi napredovanje, bez obzira na to koliko im se razlikuju mišljenja.

Jake ličnosti i linijski rukovodioci prvi iznose svoja gledanja i stavove po pitanju rešavanja problema koji se rešavaju timski; U timu se može pojaviti ličnost koja je poznata po svom uticaju u teoriji i praksi. Takva ličnost, sa visokim autoritetom, predstavlja jaku ličnost. Za mišljenjem takve ličnosti se često povode i ostali članovi tima, jer je ta ličnost već ranije dokazala svoje sposobnosti u rešavanju sličnih problema. Međutim, zaključci te ličnosti ne moraju uvek biti bolji od mišljenja ostalih. U timskom radu postoji potreba da svi razmišljaju i nude svoja rešenja. Članovi tima treba slobodno da iznose svoje stavove i onda kada se ti stavovi razlikuju od stavova jakih ličnosti.

Previše autoritativno i dominantno nastupanje rukovodioca tima; Zbog svog položaja, rukovodilac u štabnoj organizaciji može na više načina da utiče na rešenje. Nekada rukovodilac do te mere utiče na rešenje da timu ostane jedina uloga da izvršiocima i pretpostavljenom stavi do znanja da se problemi u toj organizaciji rešavaju timski. Čest je slučaj da se manje rešava problem zbog kojeg postoji tim, a više traži obrazloženje za donetu odluku. Ovakav odnos rukovodioca prema timu i timskom radu omalovažava timski rad, a formalno ostavlja utisak njegove primene. Uticaj rukovodioca dolazi posebno do izražaja ako on poseduje karakterne crte dominantnosti i autoritarnosti. Težnja za dominacijom, kao crta ličnosti, dolazi do izražaja u čestom uzimanju reči u raspravi, prekidanju drugih u govoru, ispoljavanju otpora prema kritičkim primedbama i odbijanju da se, makar postojali za to argumenti, menjaju vlastite ocene. Sve ovo dovodi do pasiviziranja i odsutnosti svake kreativnosti članova tima. Autoritarnost, kao osobina, razlikuje se od dominantnosti po tome što autoritarna osoba teži za dominacijom nad nižima po rangu a pokazuje pokornost prema višima. Ima isti efekat na rad tima kao i dominantnost.

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ROLE OF TEAM MANAGEMENT IN MODERN BUSINESS CONDITIONS

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Abstract

Teamwork requires quality two-way communication in a team, both formal and informal, which can only be achieved by increased engagement of senders and recipients of information in the communication process. Quality communication removes, or minimizes, psychological, semantic, physical and technical obstacles to the communication process.

Successful functioning of a team requires constant exchange of information between team members, creating a favorable organizational climate (team atmosphere), motivating team members, encouraging team members to creative work and initiative and subtly guiding team members towards the goal.

Key words: *management, team work, organization of work.*

Introduction

Behavior of team members is caused (need, expectation, motivation from the system or environment), directed (goal-oriented) and motivated, and it is greatly influenced by heritage (genetic physical and mental traits, experience and learning), the environment (man interacts with it and it changes dynamically in time) and

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current motives (arise as a result of internal processes or as a reaction of man to the organizational environment). The behavior of team members can be predicted, controlled, directed, adjusted and changed by adequate actions of the team leader (Mićović & Miletić, 2019).

Organization of work in a group (team) must be designed so that the needs of individuals and groups are met and that people get satisfaction from the work itself (Tešić et al., 2021). Prerequisites for team members to perform tasks efficiently are: for team members to accept the goals to be pursued; choice of an adequate way, i.e. leadership style (democratic), and the existence of a certain system of incentives, i.e. recognition and rewards for work, which are known in advance to team members.

Team members participate in the preparation and decision-making of the team's work. They must know their roles and responsibilities, to have a broad understanding, which is beyond the technical needs of other members of the organization, because they are animators and protagonists of new ways of working and striving in the organization (Nabih et. Al., 2016).

Teamwork is based on full cooperation and constant mutual information, so it is free of classic rivalry and prestige, because there is no so-called primacy of ideas that bring "glory". In team work, they communicate directly and share information, present ideas immediately in order to solve the problem as soon as possible. Of course, authorship, if it matters, is not disputed by anyone, but the idea is used immediately.

Teamwork is characterized by unlimited movement of information relevant to the task. Every member of the team, therefore, must be immediately informed of all occurrences and changes.

Isolated (separate) work is not tolerated in team work, so that someone in an advanced stage does not realize that he is "on the wrong path" or that, what he is doing is not necessary at all. That is why permanent mutual information, confrontation of views, full cooperation and constant consultation of other team members are necessary in team work (Ivanova & Ristić, 2020).

Every proposal, part or aspect of the task in a team becomes the subject of open and constructive discussion (debate), and the positions taken are the views of the team as a whole. Due to the constructiveness of the discussion (discussion), functions, members, ranks, titles, etc. must not be expressed. Namely, these are characteristics of team members in situations when they are "out of the team", and they must not have an influence in the team, considering that all team members are equal.

The process of constant communication in a team is one of the more important characteristics of teamwork, and it enables keeping all team members up to date and provides the opportunity for team members to influence each other (Dabke, 2016).

Criticism is also an important factor in the work of a team, because members express their expert opinions, which others refute or do not refute, but they are mostly criticized. It is constructive and is an integral part of the help of all team members to each of its members in order to find the best solution.

Preparations for introducing teamwork

Organizing teamwork requires a new division of tasks, responsibilities and competencies in the group and especially a new managerial status of the team leader, which causes disruptions in relation to previous habits and functioning of the system.

A major obstacle to teamwork is the hierarchical position of managers and existing understandings in existing permanent organizational structures.

Teamwork is very difficult to carry out in an organization where neither the power of order, nor the authority nor the costs are under the jurisdiction of one organizational structure or one person (Hair et al., 2019).

For the realization of a project by hiring an expert working team, it is necessary to ensure a proper understanding of the importance of the project and thus a positive attitude of associates, which is achieved by appropriate harmonization of professional bodies and their leaders with the team function.

Members of a permanent organization must understand and feel that teamwork and the changes it introduces achieve better help and support from associates and a stronger organization, that is, that teamwork is a gain and not a loss for the organization.

Organization of work in a group (team) must be designed so that the needs of individuals and the group are met and that people get satisfaction from the work itself.

In order for team members to efficiently perform tasks, certain preconditions must be met (Stanković & Milenković, 2018):

- acceptance of goals to be followed by team members;
- selection of an adequate way or style of leadership (democratic) and
- existence of a certain system of incentives or recognition and rewards for work.

Team members must be represented in both preparation and decision-making. They must be familiar with their role and responsibilities and have a broad understanding that is beyond the technical needs of other members of the organization because they are animators and protagonists of new ways of working and striving in the organization.

Team management

Team leader is a central figure in team management. He organizes, directs, coordinates, integrates the work of team members, solves problems and conflicts, gives tasks, all with the aim of efficient teamwork.

A team leader is required to know, be able to create and lead the team in solving problems due to which the team was formed. He is not required to be a great connoisseur of one area or discipline, but to possess certain applied knowledge from several areas (know what can be solved and with whose engagement).

Possession of authority and power gives the team leader a greater opportunity to choose resources of all kinds and communicate with entities that can significantly affect the implementation of the project (Vukotić et al., 2019).

In order for a team leader to influence team members and consultants (and certain line managers) to act in accordance with his requirements, he must possess a certain power, know human nature and motivate people to work.

A team leader should possess the following powers: power of legitimacy, power of coercion, power of reward, power of expertise and power of imitation (Fapohunda, 2013).

First three sources of power are of a formal nature and originate from the place and role that the individual has in the organizational structure and the authority he possesses in accordance with that, i.e. on the basis of temporary delegation of authority.

Power of expertise and power of reputation are related to the individual characteristics of a team leader and cannot be formally acquired but are acquired on the basis of knowledge, experience, skills, habits and management style.

A team leader can influence the members of the project team in different ways (Avakumović et al., 2021 (c)):

- authority (related to the power of legitimacy);
- persuasion (related to the power of expertise and reputation) and
- control (related to the power of reward and the power of coercion).

By further operationalization of the mentioned influences on team management and their connection with certain sources of power, the following connections between certain forms of power with certain methods of influence can be identified (Kuka et al., 2018):

- power of legitimacy allows for influence through authority;
- power of coercion enables influence through coercion;
- power of reward enables influence through work challenges, securing future work, salaries and promotions;
- power of expertise provides influence through the provision of expert opinion (expertise);
- power of imitation enables influence through friendship.

Given the specific nature of projects and the fact that project teams have an unstable organizational form (mostly temporary), it is much better when a project manager uses power gained through trust than power gained through authority (legitimate power).

Experience from practice shows that better results were achieved in project management when the power of reward and the power of expertise were applied than in the use of the power of legitimacy and the power of coercion.

Certain assumptions regarding efficient work of teams usually do not have an adequate reflection in real situations because human nature is not sufficiently respected, i.e. the understanding of people is quite idealized, which leads to conflicts within the team.

The fact that behavior of team members is caused, motivated and goal-oriented and is influenced by the environment, heritage and current motives must be taken into account. People can be motivated to act in the direction of desired behavior (achieving goals) if the goals of the project are aligned with the goals of individuals. In teams where this is not resolved, motivation of team members is weak, conflicts occur more often and work ethic is weaker.

An unavoidable phenomenon in solving project problems as a team is conflict. Conflicts can positively and negatively affect team members. They can be managed or influenced. The skill of the team leader is expressed in creating conditions for the positive effects of conflict (encouraging people to think and make rational decisions) and in reducing and neutralizing the negative effects of conflict on team work.

There are certain limiting factors (psychological in nature) that distract team members from main tasks (Panić et al., 2018):

- internal conflict of team members arising as a result of the desire for independence from group members (and project manager) and objective dependence on the group - the team (and especially from the team leader);
- creating informal groups within the team;
- the emergence of conflicts between team members.

A team leader can and should influence: the role and function of individual team members; team goals; group processes; interpersonal relationships in a team (group); individual behavior of team members and fair distribution of “earned value - realized profits” and public promotions of team members.

Practice shows that team leaders work more on the first two objects of influence, and that the real situation requires greater engagement and influence on the last three objects of influence.

Sources of conflicts in the work of the team can be (Avakumović et al., 2021 (a)):

- conflict over activity priorities (different opinions on activity priorities);
- conflict due to administrative procedure (different opinions regarding administrative priorities, responsibilities and reporting);
- conflict over technical issues (differing opinions on the specification of technical procedures and other technical issues);
- conflicts over human resources (limited resources and duality in ordering - issuing tasks);
- cost-loss conflict (different cost estimates and opinions);
- conflict due to the program (program content and sequence of events);
- personal conflict (different opinions and views as a consequence of differences between people).

Experience from practice shows that project priorities, technical issues, human resources and programs are the most common sources of conflict in project implementation.

The basic ways of resolving conflicts are confrontation, compromise, smoothing (repair - settlement), coercion and withdrawal.

Confrontation is a way of resolving conflict through direct confrontation of opinions and ideas of different participants (Radovanović et al., 2021).

Compromise is a way of resolving conflict where each participant in the conflict loses and gained something, i.e. each member involved in the conflict deviates partially from his opinion and his views in order to find a common solution through harmonization of views.

Smoothing is a way of resolving conflict through gradual reduction of differences of opinion and through agreement (Janovac & Virijević-Jovanović, 2020).

Method of coercion is a way of resolving conflict by imposing one's opinion on the other party and exerting pressure on the other party to accept it.

Withdrawal is a method of resolving a conflict in which one party withdraws from the conflict. This way of resolving conflict is not desirable in teamwork and project management.

Organization of teamwork

As a concept, a team is neither new nor unknown, but it is insufficiently and superficially elaborated from the organizational point of view. A team is not just any set of people. It is a group of people of various professions, with precisely defined roles, whose task is to approach the solution of complex problems in an adequate way, in a comprehensive way (Berber et al., 2019). Today, there are more and more complex problems, especially in the field of organization and management, and that is why it is necessary to involve experts in various specialties in solving them in a well-designed way, in order to comprehensively address complex problems.

It is not a permanent organizational body, but a working structure for performing a specific task (Cvjetković et al., 2021). A team is formed for each task separately and after performing such a task, its function ceases. Therefore, a team is not a special type of organization, although to perform the task using the method of teamwork, it is necessary that the organizational structure be adjusted to allow the formation of teams and the application of teamwork.

Team members do not have to be of the same organizational position, but they must be expertly competent. But, during work all members of the team are equal and no member has privileges due to their position. Thus, a member of a team with a smaller function or without a function, with a smaller rank or without a rank, with or without a title, enters the team on an equal footing with other members. And during the work, a professional approach based on facts is crucial, in order to solve a certain problem in the most optimal way (Dakić et al., 2021).

Team members are selected by specialty and field of activity and thus cover all aspects of the problem or task. Thus, the total work and professional potential was

obtained, which is ideal for solving problems, otherwise unattainable for an individual.

However, it must be emphasized that the team is one thing, and the team concept of organizing is something completely different. Starting from that, it should be pointed out that all important and significant activities are covered by adequate team-organized professional staff. Depending on the phase of the activity, the teams change and regroup. Bulat distinguishes three types of teams: core teams, coordination teams, and complex teams at the whole level.

From the point of view of gradual acceptance and introduction of this concept, the essential feature of a team concept of work organization could be presented in a condensed form in the following way:

The team concept of an organization does not require the abolition of the organizational structure in the traditional - classical sense, but its modification is needed to provide greater opportunities for team formation and implementation of teamwork (Avakumović et al., 2021 (b)).

In today's working conditions, there are more and more complex problems that require a special working structure for their solution, which can only be provided by a team work organization.

Closed forms of rigid hierarchical structure, with strictly divided departmental competencies, are no longer able to provide a satisfactory, comprehensively considered solution to a complex problem, which leads to further complicating the situation and slowing down the development process.

Speaking about the organization of team work, Dr. Branislav Jovanović says: "For the correct setting of team work organization, it is necessary to: define the problem; understand the task; break down the task; find out the amount of work required and the type (profile) of knowledge to solve the problem; provide (anticipate material, spatial and temporal factors for problem solving; select people for problem solving; determine (set) organizational structure; give each team member a specific task; provide organizers' insight into team work." (Mayer et al., 2016).

Baker and his group sought to determine the relationship between group structures and the nature of the task. They came to the conclusion that centralized structures are more suitable for simple tasks, while for complex tasks that require creativity, flexibility and comprehensiveness in their solution, decentralized structures are more suitable, both in terms of quality and speed of problem solving.

Conclusion

Too authoritative and dominant performance of certain line and functional managers in the role of team members; Status in the team is determined not only by the personal characteristics of the members and the activity in the team, but also by the status that the individual has outside the team in the bodies of hierarchical organization. More attention is paid to ideas presented by a member of the team with a higher hierarchical status. Discussion of the problem is open among equals by status, while it is restrained or completely absent among those whose status is significantly different. Research shows that team members with lower status rarely oppose those team members on whom their progress depends, no matter how different their opinions are.

Strong personalities and line managers are the first to present their views and attitudes on the issue of solving problems that are solved as a team; A person who is known for his influence in theory and practice can appear in the team. Such a person, with high authority, represents a strong person. Other members of the team often follow the opinion of such a person, because that person has already proven his abilities in solving similar problems. However, the conclusions of that person do not always have to be better than the opinions of others. In teamwork, there is a need for everyone to think and offer their solutions. Team members should be free to express their views even when those views differ from those of strong personalities.

Too authoritative and dominant performance of the team leader; Due to his position, the head of the staff organization can influence the decision in several ways. Sometimes the manager influences the decision to the extent that the team remains the only role to let the executors and the superior know that the problems in that organization are solved as a team. It is often the case that the problem due to which there is a team is solved less, and the reason for the decision is sought more. This attitude of the manager towards the team and team work belittles the team work, and formally leaves the impression of its application. The influence of the leader is especially pronounced if he has the characteristics of dominance and authoritarianism. The aspiration for domination, as a personality trait, is expressed in frequent taking of words in the debate, interrupting others in speech, resisting critical remarks and refusing to change one's own assessments, even if there were arguments for that. All this leads to passivity and the absence of any creativity of team members. Authoritarianism, as a trait, differs from dominance in that an authoritarian person strives for domination over the lower in rank and shows obedience to the higher. It has the same effect on team work as dominance.

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