Values of the managers within their environments

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Abstract
Values are the base for understanding attitudes, perception, personality and motivation of individuals affecting their behavior. The system of values determines individual’s priority in accordance with their relative importance.

We should consider that the individual tends through his/her life to keep and to preserve the values acquired from his/her early age. It is about attitudes to values of what is right and what isn’t, what is moral and what isn’t. The attitudes of values are tightly related to the age, or to the period of individual’s growing and his/her creation as a person.

This could be a kind of explanation why older generations of employees have different attitude to proper working than the younger generations. All of this could be of help for the managers to be able to predict the attitudes of values according to the age, and these attitudes shall be mainly focused to the way of working. They should also be able to direct these attitudes to more general issues related to the company’s working acquiring support from their employees. Unless the managers fail to implement this in their daily work, the undertaken activities will not be favorable.

The system of values for managers is comprised by their personal values, some of them acquired and some of them could be from birth and he tends to obey them. Personal values determine the person himself, his/her capacity, characteristics, moral and authority. The values, throughout the system of values, could describe anything that the managers are trying to achieve through their work and their attitude of behavior at work.

Keywords: environment, managers and values, instrumental and timely values, interviewed employees and managers, success, professional activities and a task.

Introduction

Radical changes steamed adequate authority, because a person must have inner strength and superior position. That the manager achieves must realize the greatest faith. If the change is made with high confidence results are poor and their success.

Scientific analysis and practical experience certainly suggests that the manager of human resources must possess a number true values, qualities and abilities. This confirms the experience of highly developed countries where it has been proved that "kindness" and "responsibility" of business people in possession of other important skills and knowledge leads to desired business success (Noe Hollenbeck, Gerhart Wright, 2006). Working in conditions of full respect of ethical standards is a guarantee for the success of others.

Radical changes require adequate authority, because a person must have inner strength and superior position. What the manager realizes must be realized with the greatest faith. If the change is made with no high confidence results are bad and there is no success.
Scientific analysis and practical experience certainly suggests that the manager of human resources must possess a number of true values, qualities and abilities. This confirms the experience of highly developed countries where it has been proved that "kindnesses" and "responsibility" of business people in possession of other important skills and knowledge is leading to desired business success (Carrell M., Elbert N., Hatfield R., 1995). Working in conditions of full respect of ethical standards is a guarantee for the success of others. Business people with their, knowledge and skills, acquire wealth for the company, and welfare of the owners, employees and the state through special fiscal charges. Their success is due to acknowledgement that ability, knowledge and performance are important prerequisites for the progress of society. Stronger attention to the value system of managers are found in ancient Greek philosophers, the Bible where emphasis is placed on the choice of work and success of honest and conscientious people with respect and responsibility, and given the chance to manage people (Robert H. Mathis, Jonh H. Jacskson, 2007). Outstanding contribution to the value system of managers is given in the works of many scientific and professional associates specifically say Frederic Taylor, Henry Fayol, Peter Drucker and others. Taylor also said that leaders are chosen based on their socially and their position, their character or some other qualities.

Material and methods

The special qualities of the manager, he said, are: smart, honest, educated, manual dexterity, tact, energy, honesty, proper thinking or common sense and good health.

Although Taylor particularly emphasizes these qualities, yet he was aware that it is difficult to find people who really fully possess all of these essential qualities, and even more difficult was to find people who possess at least a few of these features of quality.

Taylor sets the following four major basic principles known as the Taylor system fundamentals and they are:

- Developing the right knowledge to work;
- Scientific selection and progressive development work;
- Knowledge, knowledge work and scientific training and education of people; and
- Constant and close cooperation between management and workers.

The essence of the Taylorism is consists of:

1. Study of time - by choosing the fastest and most capable, especially stimulated workers rationalize their labor. The analysis of labor makes the breakdown of its constituent elements;

2. Study of movement - analyze the expediency of the movement, covering the needs of the movement, enhances and accelerates fast enough and thus expands the norm;

3. Study of the tools and materials, their ability against the employee, the workplace and working conditions;

4. Organization - the company's structural plan, preparation, execution and control, functional system of governance; and

5. Improvement of the educational level of workers and their professional training (James H. Donnelly, Jr. Jamesl Gibson, John M, 1992).

Basically, Taylor create a system raised on utilization of the labor, but the way (method) for it was only an intensification of labor, regardless of physical and psychological repercussions on those who perform this work. From an organizational and technical aspect can be evaluated his contribution in part to increase the productivity of labor. But, from a social perspective, Taylor’s conception is criticized because it causes severe social consequences, because it took into consideration the man, his mental and physical abilities, the norms of Taylor were determined according to the most physically strong, most enduring and trained workers.

With the intensification of labor, Taylor advocated to reduce the number of workers, caused discontent among the people, unemployment, social disparities and unrest and is the opposite of the concept of managing human resources.

Unlike him, Henry Fayol enterprise conceived as a living organism with different structures of
employees and each with their own values and qualities. Managers according Fayol qualities are grouped into three groups:

1. Physical qualities (health, life energy, a way of holding);
2. Mental qualities (the ability of understanding and learning ability judgment-proper evaluation, deliberation, reflection, mental strength and adaptability); and
3. Moral qualities (energy, strength, willingness to take responsibility, initiative, tact, loyalty, dignity) (James H. Donnely, Jr. Jamesl Gibson, John M., 1992).

Despite these protagonists of scientific management, numerous other authors cite a range of qualities that should have manager to successfully organize workers and to contribute. Advocates of human resources giving emphasis to the following qualities:

- Moral properties (highly developed social awareness and social sense, spiritual highness, terms of behavior, economy, determination, entrepreneurs ability, a sense of responsibility);
- Intellectual capabilities (methodically in thought and work, objectivity, reality and practicality, ability to persuade);
- Knowledge and experience (general education, vocational education, technical pragmatism, effectiveness);
- Human abilities;
- Conceptual abilities;
- Communication abilities;
- Abilities to attract attention from people;
- Abilities to create trust and respect;
- Abilities for good judgment;
- Physical abilities (physically and mentally health, vitality, dynamism, vigor);
- Abilities and preference for having the right values, teamwork and real information; and
- Possession-determination and courage (courage to face problems and boldly forward-looking positive energy) (Dessler Gary, 2008).

Results and discussion

Values of the managers in working environments

For a more comprehensive overview and comparison of the previous data survey and interview research on values that are most prevalent in work environments and through basic question: What values (features) are present in your working environment?

Table 1. What values are representing yours working environment?
The most common values in working environments, by personal aspects of interviewed managers and employees (Survey: February, March and April 2011)

| Common values in working environments | Number of answers | in % |
|---------------------------------------|-------------------|-----|
| 1.Cunning                             | 61                | 8   |
| 2.Desire at any price to reach the wealth | 60                | 8   |
| 3.Hidden games and intrigues         | 58                | 8   |
| 4.Hipocrisy                           | 53                | 7   |
| 5.Insufficient informations          | 52                | 7   |
| 6.Division among employees            | 52                | 7   |
| 8.Intolerance and disrespect         | 47                | 6   |
| 9.Agresivness                        | 46                | 6   |
| 10.Lackey                            | 38                | 5   |
| 11.Egalitarism                       | 37                | 5   |
| 12.Hardworking                       | 23                | 3   |
| 13.Knowledge                         | 22                | 3   |
| 14.Individuation                     | 17                | 2   |
| 15.Mutual cooperation                | 15                | 2   |
| 16.Reasonableness                    | 15                | 2   |
| 17.Respect                           | 15                | 2   |
| 18.Competition                       | 14                | 2   |
| 19.Democracy                         | 14                | 2   |
| 20.Truthfulness                      | 14                | 2   |
| 21.Confidence                        | 14                | 2   |
| 22.Pragmatism                        | 14                | 2   |
| 23.Reality                           | 14                | 2   |
| 24.Openness                          | 7                 | 1   |
| 25.Informed                          | 7                 | 1   |
| Total points                         | 761               | 100%|
| True values                          | 26%               |     |
| Disorted values                      | 74%               |     |
Survey 1 is already implemented and prepares content as outlined in the appendix. In compiling the survey questions are considered the structure of the respondents and current mentality, so questions were made more accessible and understandable for everyone. Respondents freely round all those values that believe which are most common in their working environments during the survey. In accordance with the test data were summarized results and the resulting sequence is shown in Table 1.

Concentration responses of surveyed employees in the survey showed clearly differentiated two groups answered that above 74% were rounded distorted values, unwanted and unfavorable, such as: craftiness, hidden games and intrigue, desire at any price to get to the position or wealth, division among employees, insufficient information, hypocrisy, interest, aggressiveness, impatience, disrespect, cowardice, egalitarianism (regardless of value).

While the other focus group responses from the surveyed employees are characterized by real values, lasting values, according to representation in the working areas and 26% were in the following order: hardworking, individualism, knowledge, competition, democracy, pragmatism, cooperation, reasonableness, respect, trust, openness, awareness, truth and reality.

Table 1 shows that there are 74% distorted values, and 26% are real values. In the group of highest growth distorted values show the values of desire at any price to get to the treasure with 8% hidden intrigues and games too with 8% hypocrisy, insufficient information sharing between employees with 7% antagonism with disrespect and hostility with 6% cowardice and egalitarianism with 5%. The percentages of the actual values are smaller compared with distorted values ranging from 1-3%. Some of them are: hard working and knowledge are expressed with 3% individualism and mutual cooperation, reasonableness, competition, democracy, respect, pragmatism, reality with 2%. Openness and information are represented by 1%.

Table 2. What values are representing the managers?
The most common values that the managers should have in working places (Survey: February, March and April 2011)

| Common values     | Number of answers | in % |
|-------------------|-------------------|------|
| 1. Knowledge      | 94                | 8%   |
| 2. Hardworking    | 86                | 8%   |
| 3. Mutual cooperation | 86               | 8%   |
| 4. Reality        | 82                | 7%   |
| 5. Competition    | 76                | 7%   |
| 6. Reasonableness | 68                | 6%   |
| 7. Openess        | 60                | 5%   |
| 8. Democracy      | 60                | 5%   |
| 9. Informed       | 58                | 5%   |
| 10. Respect       | 56                | 5%   |
| 11. Truthfulness  | 48                | 4%   |
| 12. Confidence    | 46                | 4%   |
| 13. Pragmatism    | 46                | 4%   |
| 14. Individualism | 34                | 3%   |
| 15. Cunning       | 32                | 3%   |
| 16. Egalitarism   | 26                | 2%   |
| 17. Division among employees | 24 | 2% |
| 18. Insufficient information | 22 | 2% |
| 19. Hipocrisy     | 22                | 2%   |
| 20. Agresiveness  | 14                | 1%   |
Analysis of the employees and managers values in North Macedonia

The research was conducted in various towns of the Republic of Macedonia in the beginning of 2012. The aim of the research was to explore small and medium-size company managers and owner’s perception and attitudes towards ethical values and their importance in business decision-making process and actions. The research was used as an exploratory study to explore how managers and owners of small and medium-size enterprises manage to bring their personal moral values into harmony with the company’s interests.

Small and medium-size companies were defined by the number of employees. For the purpose of the research, respondents were companies with fewer than 50 employees selected from the following business sectors: industry, trade, service sector, public and state authorities, non-profit organizations, counsel and education organizations. Respondents were selected by stratified random sampling to make sure that the companies operating in all sectors would be involved in the research. From the list of about 150 selected and contacted companies, 63 filled questionnaires were obtained, of which 12 questionnaires were obtained from companies that had more than 50 employees and thus were not included into the analysis.

The data was collected by personal interviews using a standardized structured questionnaire. The interviews were hold only with persons from the top management responsible for business decisions and actions, i.e. with the company’s owner, director or manager (exceptionally with manager assistant). The questionnaire was designed in the way to cover various areas of business ethics, such as perception and evaluation of the business ethics in the R. Macedonia, ethical values, ethical/unethical behavior, and attitudes towards unethical behavior, its perception and the role of success. In questions focusing on personal and company’s ethical values, pre-defined categories of values were used to measure their

|                |       |     |
|----------------|-------|-----|
| 21. Hidden games and intrigues | 12    | 1%  |
| 22. Desire at any price to reach the wealth | 8     | 1%  |
| 23. Intolerance and disrespect | 8     | 1%  |
| 24. Interest | 6     | 1%  |
| 25. Lackey | 6     | 1%  |
| Total points | 1.048 | 100%|
| True values | 81%   |     |
| Disorted values | 19%  |     |

Figure 2. The most common values of the managers

According to statements of the interviewed managers’ shows that they believe that 81% of the business environments are represented true values, while only 19% emphasize the distorted values. This is their expression in some way is contrary to the results of the surveyed employees. The analysis in the table shows that the actual values with the largest percentage are: hard working, knowledge and cooperation with 8%. Reality and competition with 7%, reasonableness as a positive value is 6%, openness, democracy, information and compliance with 5%. Shrewdness values as expressed by 3%, other distorted values such as egalitarianism, division among employees, lack of information and hypocrisy with 2%. Other values with the lowest percentage of 1% after hierarchical order are: aggressiveness, hidden games and intrigue, desire by any cost to achieve wealth, intolerance and disrespect, interest and lackey.
importance in the process of decision-making. As a starting point for the analysis of categorical variables, percentage frequency tables were used to describe the importance of personal and company ethical values. Results were considered to be statistically significant at significance level equal or lower than 0.05.

Owners and managers of SMEs are not just business people. They are also human beings. They have their personal values that are deeply rooted and that are unlikely to change in a short period of time. To explore the owners’ and managers’ personal values importance, 20 so-called target values (values focused on the objective that one would like to achieve) were selected from different areas of value system. Respondents were asked to choose and tick five the most important and five the least important values. The frequency of selected values in descending order from the most important to the least important value is shown in Table 3.

Table 3. The most important personal values

| Values                                  | Percentage of all the answers |
|-----------------------------------------|------------------------------|
| Health                                  | 85,7                         |
| Family                                  | 76,2                         |
| Reliability                             | 51                           |
| Integrity, honesty                      | 41,9                         |
| Trust, reliance                         | 40                           |
| Responsibility                         | 34,3                         |
| Money, financial success (prosperity)   | 30,5                         |
| Education                               | 28,6                         |
| Security, assurance                     | 23,8                         |
| Relationships, team work, cooperation   | 22,4                         |
| Success                                 | 19                           |
| Work (job)                              | 18,6                         |
| Tolerance                               | 15,7                         |
| Respect, acknowledgement                | 13,3                         |
| Flexibility                             | 12,9                         |
| Credibility, trustworthiness            | 9,5                          |
| Openness, frankness                     | 8,6                          |
| Discipline                              | 6,2                          |
| Individualism                           | 3,3                          |
| Commitment                              | 1,9                          |

Similar to the personal value system, the importance of values in term of corporate management and culture was examined by the research. Respondents were asked to mark five values that they consider to be the most important values in their business decision-making process and business activities. At the same time, they were asked to tick five the least important values in managing their business. Table 4 presents the frequency of stated answers.

Table 4. The most important values in company’s management

| Values                                                   | Percentage of all the answers |
|----------------------------------------------------------|------------------------------|
|                                                          | most important | least important |
| Professionalism                                          | 65,2           | 4,3              |
| Quality                                                  | 65,2           | 2,9              |
| Reliability                                              | 52,9           | 2,9              |
| Relationships, cooperation, team work                    | 51,4           | 5,2              |
| Integrity, honesty                                       | 36,2           | 7,1              |
| Responsibility                                           | 35,2           | 6,2              |
| Focus on success, profit, prosperity                     | 31,9           | 20,5             |
| Flexibility                                              | 30             | 18,1             |
| Image, reputation                                        | 27,6           | 24,3             |
| Education, professional development                      | 26,2           | 15,7             |
| Trust, reliance                                          | 25,2           | 4,3              |
| Credibility, trustworthiness                             | 18,6           | 16,7             |
| Commitment, assertive power                              | 13,3           | 41,9             |
| Friendliness, willingness                                | 13,3           | 25,2             |
| Creativity                                               | 10,5           | 41,4             |
| Respect, acknowledgement, justice, fairness              | 7,1            | 19,5             |
| Discipline                                               | 5,7            | 40,5             |
| Openness, frankness                                      | 5,2            | 45,7             |
| Tolerance                                                | 2,9            | 33,3             |
| Individualism                                            | 2,4            | 77,6             |

Findings of the research on ethical values in small and medium-size enterprises show that
the most important personal values are health, family, reliability, integrity and honesty, trust and reliance, responsibility, and money and financial success. As far as business values are concerned, the most important values are professionalism, quality, reliability, relationships, co-operation and team work, integrity and honesty, responsibility and focus on success, profit and prosperity. Out of the top seven values both, personal and business ones, four values - reliability, integrity and honesty, responsibility and focus on money, profit, financial success were common for both categories. This can be considered as a relatively good concurrence of the personal and business values importance.

However, the agreement among personal and business value importance does not necessarily mean that ethical values are implemented in practice. More than half of all respondents agreed that it is difficult to act according to their personal values because it is not possible to fulfill expectations of many people in the company, conditions in the market does not support ethical actions, company would lose its competitive advantage or position in the market or generally, there are no ethical principles and regulations especially in smaller companies (up to 20 employees) that would improve ethical actions and outcomes.

As far as the willingness of respondents to break their personal values was concerned, about one third would break their personal values if they could increase profit and economic success of their company. However, almost three quarters of respondents would break their personal values in order to save the company from bankruptcy (James, H. Donnelly, Jr. James, Gibson, John. M, Ivancevic, 1992). The proportion of respondents that would break their personal values to save the company was significantly higher (about 84 percent) in case of companies’ owners.

**System of values for managers**

The system of values for managers is an important element in the development process training and career for the company’s employees. This arises from the fact that the system of values for managers is comprised of the manager’s personal values that he owns and prefers. The values are the basic manager’s beliefs that his way of behavior (for him and the others around him) is more acceptable than another way of behavior. It means that their own values determine the personality itself with its abilities, characteristics, moral and authority. Firstly, every person should be aware of the truth and the truth may become acknowledged if the manager has the right values for which we talk about in the first part of this study. The first step in being aware of the truth and success is that the manager should know himself well and to understand his role properly, knowing that he could only get the truth by learning, knowledge, ability, hardworking and through his skills (Robert. H, Mathis, Jonh H. Jacskson, 2007). Due to this, from the very beginning of creating the desire to get this position of a manager, he or she should have strong will and capability for precise achievements. Actually, the values are the basic understanding of the manager that his way of behavior is appropriate and he considers himself as the best one. The capacity of proper management of human resources is one of the basic factors for successful management. Management is conducted on group of people, directing and coordinating them. This position requires possession of mature system of values for managers. Generally speaking, the manager expresses his/her interests, desires and goals through his own system of values as spiritual elements spotting his/her strengths and justifying tendencies. The values are the managers’ significant inner dimension and also wide social framework important for measuring their achievements, material and spiritual goals.

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This could be a kind of explanation why older generations of employees have different attitude to proper working than the younger generations. All of this could be of help for the managers to be able to predict the attitudes of values according to the age, and these attitudes shall be mainly focused to the way of working. They should also be able to direct these attitudes to more general issues related to the company’s working acquiring support from their employees. Unless the managers fail to implement this in their daily work, the undertaken activities will not be favorable. The system of values for managers is comprised by their personal values, some of which acquired and some of which could be from birth and he tends to obey them. Personal values determine the person himself, his/her capacity, characteristics, moral and authority (James. H, Donnelly, Jr. James, Gibson, John. M, Ivancevic, 1992). The values, throughout the system of values, could describe anything that the managers are trying to achieve through their work and their attitude of behavior at work.

The relative importance that managers give to each terminal value helps to explain what actually managers are trying to achieve within their company and on to focus their efforts. Some of the instrumental values listed in Very important components of the behavior of managers, such as being ambitious (hard work, aspiration), wide-view (open), capable (skilled, effective), responsible (on whom you can rely) and has self-control (self-discipline, restraint).

When making categorization of the employees according to their present values positions can help managers to perceive the values of individuals in relation to those values that are dominant and popular in enterprises (Carrell M., Elbert N., Hatfield R., 1995).

The survey held in Macedonian market shows that the most important personal values are health, family, reliability, integrity and honesty, trust and reliance, responsibility, and money and financial success. As far as business values are concerned, the most important values are professionalism, quality, reliability, relationships, co-operation and team work, integrity and honesty, responsibility and focus on success, profit and prosperity. Out of the top seven values both, personal and business ones, four values - reliability, integrity and honesty, responsibility and focus on money, profit, financial success were common for both categories. People who are representatives of the human resources mangement (human resources managers) are characterized with integrated system of values with real values in which the priority always goes to their devotion to work – career, understanding and respecting people by reasoning, honesty, reality, trust, belief in truth, good will, patience, calmness, tolerance, engagement, hard-working, bravery and many other values accepted and appreciated by the employees. If the human resources managers do not apply these values, the can easily be under the influence of the wrong values, especially expressed by vanity and cunningness. Thus, accepting the wrong values they become persons with prejudices, they become insensible. They consider that they are right in their actions and they usually make quick decisions, conclusions and do unfinished actions. For “them” the real value becomes hidden and unclear and when they make decisions they have illusions because their assessments are based on their wrong perception with wrong feelings and values.
Values are the managers’

The values are the managers’ significant inner dimension and also wide social framework important for measuring their achievements, material and spiritual goals. The organization is the community that values these achievements positively or negatively. The values are our believes in what we represent, what is our determination, what we like and what we want to happen, and also what is opposing to these ideas we reject. The values are our expression of our consciousness of life, relations between people and our actions. The values represent our understanding of what is right and what is wrong and they make us differ from each other. The complex of values, leading the person to his/her actions, behavior and acting, represents personal system of values (Stackman, R.-W., Pinder, C.-C., & Connor, 1983).

The system of values depends on the choice and acceptance of certain values. There is no universal or common standard for this system. Every person has his/her own standards. The difference between people comes from aspect of their acceptance and preferences of certain values. We can say that every human being rates his/her values in accordance with his/her own scales of valuing. People prefer the values of this scale in accordance with their preferences and priorities. The values of lower priority are considered as not very important and people do not take any account of them (Dessler, Gary, 2008).

The aim of this paper is to make an analysis of thinking and share the author’s rich managerial experience. The reasons behind the collapse of the big concerns in the Balkan are not just lost markets or poor-quality products, but also what the competition requires – a completely new approach to management. The new management requires innovative ideas, dedication, hard work, job satisfaction, high quality of life for employees, good working conditions, trust, respect, proper remuneration and no nepotism (Noe, R.-A., Hollenbeck, J., Gerhart, B. & Wright, 2006).

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Managers perform functions

In doing their job, managers perform certain functions that are inherent in management. The founder of this approach is Henri Fayol who in his views and teachings believed that managers are needed by all companies and that the need for managerial skills increases with their rise in the hierarchy, so that management can be taught and learned because managers need it. From all the activities of the companies, such as: technical, commercial, accounting, insurance and management, Fayol especially emphasizes the last ones, i.e. management activities or management activities.

Fayol’s contribution to management is particularly large.

He was the first to divide the functions of management from the numerous into five elements (Carrell, M., Elbert, N. & Hatfield, R. 1995):
1. Anticipation and planning: examining the future and sketching action plans;
2. Organizing: building the structure (material and human) for an endeavor;
3. Command: maintaining activities among staff;
4. Coordination: interconnection, unification and harmonization of all activities and efforts; i.e.
5. Control: taking care of everything that happens, in accordance with the established rules and expressed wishes.

When planning, managers think, anticipate, forecast, make plans and budgets, and anticipate future events. Planning, as a function of management performed by the manager means looking ahead, i.e., forecasting and planning business activities. The manager must anticipate the future and plan the future activities of the companies, in order to create conditions for their smooth running. In order to function adequately, in every company there should be a plan that will be characterized by uniqueness, continuity, flexibility and precision. The planning results in the projected tasks, goals and business policies that need to be implemented. The planning will also depend on how the company will coordinate the activities, i.e., how they will be managed, and above all how the employees will be effective. In the end, much depends on how everything planned is done as tasks, goals and policies, because it is determined through control. From this it can be concluded that planning is a major function in management and all other functions depend on it. That is why the manager should not allow problems to arise in planning, but on the contrary there must be unity, i.e., the plans must be unitary, understandable, reliable, i.e., all parts of the enterprise to be securely joined together, to be harmonized, to be continuous, i.e., to be used equally. Short-term and long-term forecasts to be harmonized with all parts of the organizational chart; to be flexible, i.e., to be able to adapt and apply according to the circumstances; to be precise, i.e., accurate in predicting current activities. The purpose of planning is to enable optimal use of resources, opportunities and terms, i.e. of everything that affects the successful operation of the company.

The basic rule in management is for the plans to be efficiently prepared and presented, to enable unity in orders and management, clear definition of responsibilities and precise decision making aided by an efficient system for selection and training of managers.

It is certain that the companies must first start with the plan in which the goals will be defined, and then the organizational structure adapted to the conditions must be created to achieve these goals (Noe. Hollenbeck, Gerhart, Wright, 2006). Planning and organizing enables resources (human, tangible and intangible) in enterprises to be effectively mobilized. The manager, with his management, should establish a constant relationship and smooth activity of the employees. He, with his proper management, should motivate the employees, to highlight their greatest potentials of knowledge and skills. He does this through his example, then with knowledge of the job, profession, knowledge of employees or subordinates (their abilities, knowledge and skills), with constant contact with other staff and supporting a wide front to oversee their functions. Thus, he maintains a high level of activities for building mutual trust.

The best way to build trust among employees is to look at everyone equally, to value their ability, to schedule work and tasks according to their abilities. Managers make the biggest mistake if they appoint loyal but incompetent people for their co-workers. A successful manager should always have capable managers around him who, with their thoughts and suggestions, will contribute to making the right decisions in companies.

Only in that way can the entire activities in the enterprises be harmonized. Thus, the activities of one department or sector will be harmonized with the activities of another business unit if the activities are harmonized with the general goals of the company (Brown, M.–E., 2002). This can only be achieved through constant circulation of information and regular
meetings of management. The manager should know well that information, contacts, openness, reality, mutual trust and many similar components are the basic factors for successful operation of any company. But the control function cannot be neglected. No matter how careful you are in some actions, sometimes you make mistakes.

It may be the human factor, but it may be the material, the conditions, the predispositions and the like. That is why it is necessary to control the production, the finished products, the activities of checking whether everything that is planned is done in accordance with the requirements, the standards of establishment and the desired goals in order to get the planned results. In order for the control to be efficient and impartial, it is necessary for it to function as an independent independent unit (department, department or service) under the leadership of the manager, who is directly accountable to the general manager of the company. The control must act quickly, efficiently and impartially, i.e., it must indicate every and the smallest mistake in the operation. Due to the greater principle and respect for decisions, there must be a system of sanctions. Control as a function of management is aimed at checking whether the other functions (planning, organizing, managing, coordinating) are performed in accordance with the set rules and set needs.

Managers proper thinking and evaluation and Trust and respect

The manager must have the ability to reason correctly. A person judges correctly if he has real values, i.e., knowledge, diligence, ability, honesty, sincerity, openness and courage. One who does not judge correctly with knowledge, can not be a good worker and even less a good manager. The biggest liars are those people who do not have work habits, do not have any knowledge or ability, i.e., those who have reached certain titles based on different privileges, and yet are vain. They will never judge and work properly. Their development path is very strange because they do not have rich knowledge. They take their titles with very little work and mainly with the help of others. They forget that help very quickly. To cover up their incompetence and ignorance they always attack. They are usually ungrateful, i.e. they do not have respect and trust, except for those on whom they depend, but it is short only for the period of time while they depend. Managers need to judge correctly. Therefore, they must first be professionally, professionally and morally elevated. Around yourself, i.e. in the management team he should have people with the same or similar characteristics, which means that moral, spiritual and professional aspects are key factors for successful work and behavior with employees. Proper thinking through learning is a permanent or at least relatively permanent change of individuals, which is related to the continuous learning and acquisition of knowledge of individuals, through which they will contribute to the better functioning of enterprises (Carrell, M., Elbert, N. & Hatfield, R. 1995).

Proper thinking and evaluation requires diversity in order to reduce allegations of discrimination and harassment and encourage proper thinking and evaluation of employees and managers. Other goals focus on accepting and understanding people with different backgrounds, experiences, capacities and lifestyle. There should be a desire for commitment to the diversity of top management as well as responsibility for top management outcomes. Establishing a diversity program includes: setting up a diversity committee, introducing multicultural work teams, conducting diversity training, introducing a monitoring system and seeing the importance of diversity in job promotions (James, H, Donnelly, Jr. James, Gibson, John. M, Ivancevic, 1992).

The ability to build trust and respect must adorn the manager, who must be a person of strong character and mature thinking, for employees to gain his trust and respect. This means that the manager should know his trust and respect at every moment and express it to every employee. He should know how to respect different opinions because he also learns that way. Great harm is done by the one who has "trust" and...
"respects" only those who agree with him, that is, who do not think but do what he tells them. They are useless people, seemingly loyal and good friends, and they have hidden intentions in their thoughts. Their behaviors are mostly of interest. Respect and trust mostly include consulting with employees about the business, functions or their personal life. Consulting usually means skill. But it can not be learned from anyone. "Why consult someone who is just like you?" If you find someone who distinguishes you and you do not respect them, you will not learn again. When looking for advice you should also look for someone who will complement you and whom you respect. Conflicts are synergistic when they are developmental. They are developmental only when learning occurs, and that happens when there is mutual respect. "I have heard something like this," adds Professor Adiges. "When two people agree on everything, one of them is useless." Also, the Zen proverb says: "If in a meeting everyone agrees on everything, no one thinks much." We get rich through differences, we learn from differences, but as long as we respect them. Isn't it painful to deal with differences?

Working together, despite the differences, is painful, but the pain usually pays off. Once this is understood, it will be possible to continue to look for people who differ from each other, not because of the differences, but because of themselves. Such is, for example, collegial disagreement, based on mutual respect. We respect their different views because we learn from them. Colleagues may start from different points of view, but through mutual communication they arrive together for a common goal. Colleagues are not told where to start, but where to end. The conclusion does not determine the value of the process, because it changes over time. It is the process that gives the results. The way in which a conclusion is drawn in conditions of mutual respect is a tool that can be reused, as the conclusion or solution changes over time. Mutual respect and trust should be based on a long-term orientation. This must be borne in mind by the human resources manager, as well as any of his colleagues and other employees in the company or outside it. The most is achieved through long-term cooperation, based on mutual trust and respect. But long-term cooperation must be guided by honest, open and honest actions. In such cooperation one should not expect that everything will pass without conflicts, because sometimes there are collegial conflicts, and maybe some misunderstandings, but one should always strive to overcome it with understanding, because in the long run everyone wins, such is the attitude of interpersonal relationships. If there is mutual trust and respect and if things are resolved through conflict, pressure or blackmail, then there is no success in companies (Brown, M.–E, 2002). In order for respect and trust to prevail in companies, conditions should be created, i.e., there should be a basis for mutual understanding, proper appreciation of values and a realistic view of the situation.

Conclusions

Some managers believe that values such as a comfortable life (a prosperous life), an exciting life (stimulating, active life), freedom (independence, freedom of choice) and social recognition (respect, admiration) are important in the working environments. The relative importance that managers give to each time value helps to explain what actually are trying to achieve within their company and are basic focus of their efforts. Some of the instrumental values listed in Table 1 are important components of the behavior of managers, such as being ambitious (hard work, aspiration), with wide view (open), capable (skilled, effective), responsible (on whom you can rely) and has self-control (self-discipline, restraint).

In addition, the relative importance of human resource management puts before these and other instrumental values may be an important commitment to their behavior in the workplace. For example, the manager considers that value to a fantasy (creative, dare) is the most important to be innovative and take more risks than what the manager thinks it is not as
important (or that equality is the most important).

Managers who believe that honesty (honesty) is most important to put in the foreground task of taking the necessary steps is that all members of the department or company to behave ethically.

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

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

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