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## EVALUATION OF HUMAN RESOURCES POLICY IN NATIONAL ORGANIZATIONS WITH DIFFERENT GOVERNING ORGANIZATIONAL STRUCTURES

### Abstract

*The primary idea of the paper is to look at the essence of human resources policy in national organizations that have different organizational structures as a source of generating competitive advantage. Every high-grade organization pays great attention to the human resources policy, both in terms of hiring suitable personnel and in terms of professional development of those already employed in the organization. The research subject is the organizational structure of the company as an indicator of the satisfaction of employees, who are ready to progress and improve, thereby bringing profit to themselves and the organization. The resulting premise is that a reliable human resources policy is a condition for the right personnel and the most successful value parameters to be fully expressed in different organizations. The analysis is focused on assessing the disproportion in the human resources policy in organizations that otherwise have a conflicting organizational structure, which should ensure their business results. The analytical-deductive method, the synthesis method, and the statistical test method were used to prove the initial assumption.*

**Key words:** organization, organizational structure, human resources policy, personnel, leadership style.

**JEL classification:** J24, L22, M12, M51

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## ОЦЕНА ПОЛИТИКЕ ЉУДСКИХ РЕСУРСА У НАЦИОНАЛНИМ ОРГАНИЗАЦИЈАМА СА РАЗЛИЧИТОМ ВЛАДАЈУЋОМ ОРГАНИЗАЦИОНОМ СТРУКТУРОМ

### Апстракт

*Примарна идеја рада је да се сагледа суштина политике људских ресурса у националним организацијама које имају различиту организациону структуру, као извором генерисања конкурентске предности. Свака квалитетна организација придаје велику пажњу политици људских ресурса како из домена ангажовања одговарајућих кадрова, тако и са аспекта стручног усавршавања оних који су већ упошљени у организацији. Предмет истраживања је организациона структура предузећа као индикатор задовољства запослених, спремних да напредују и усавршавају се и тиме и себи и организацији доносе профит. Исходишна премиса је да је поуздана политика људских ресурса услов да прави кадрови и најуспешнији вредносни параметри дођу до пуног изражаја у различитим организацијама. Сагледавање је усредсређено на процени несразмере у политици људских ресурса у организацијама које иначе имају опречну организациону структуру, која ваља да осигура њихов пословни резултат. Ради доказивања полазне претпоставке употребљени су аналитичко - дедуктивни метод, метод синтезе и метод статистичког теста.*

**Кључне речи:** организација, организациона структура, политика људских ресурса, кадрови, стил руковођења.

### Introduction

A key point of the strategically oriented policy of any organization is the human resources policy that determines the logic and postulates used by managers in relation to employee satisfaction (Wedajo, et al., 2020) and the governing organizational structure. Every organization has its own specific structure, its dominant system of internal connections and relationships, which should ensure its successful functioning. Such organizational structures are adapted to the company's strategic goals (Vujačić, et al., 2022) and thus pave the way for easier change management, as well as greater employee motivation and satisfaction. Without the right organizational structure, even the best performance in all areas of leadership will remain ineffective. In general, the organizational structure has the task of unifying and combining all the characteristics of the organization: process technology, complexity of the work process, adequate measurement of results, market position, employee motivation, all in the function of business excellence (Djurović, Bulatović, 2016). As a hierarchical framework within which organizations organize lines of authority and communication and assign rights and responsibilities to employees, the organizational structure determines the necessary responsibilities and authority of the management of each constituent part (Mihajlović, et al., 2021) within the structure (Kovač, 2012) in order to more efficiently achieve the planned goals.

Human resources policy, as a management tool, incorporates organizational activity whose goal is to unify the efforts of all employees in the organization to complete given tasks (Mitsakis, 2014). It is a holistic activity of personnel that combines different forms of personnel work, specific aspects of its application in the organization (Latin, et al., 2022) and employment programs. Such a policy should ensure the synergy of the process of synchronizing and preserving the numerical and qualitative structure of personnel (Petković, et al., 2021) in accordance with the needs of the organization and developments on the labor market.

Personnel (Popović, et al., 2021) in the organization are the first decisive factor in the production of goods, a productive force that favors the combination of goals and priorities in order to achieve sustainable competitiveness. Differences among personnel in terms of expertise, performance, talents, and demographic characteristics exist in all organizations and are considered important in ensuring high performance (Ferreira, et al., 2020; Petrović, 2020). The fact that the difference in human resources policy exists in organizations that have a different organizational structure (Vasić, 2015) can significantly determine the results of their operations. Therefore, those who have the power to decide should keep these differences in mind and fully respect them in the HR management process (Brebels, et al., 2015). All the more so because differences in management style can significantly affect: the allocation of financial resources for the education and training of employees, objectivity when choosing those who will be educated, the formation of the level of employee awareness of business culture and the concept of teamwork in the organization, the creation of a level of awareness on which employees share responsibility for the success and failure of the company, and the level of awareness of employees as a resource of creativity and new ideas.

Regardless of the decision-makers in organizations and/or their management style (Gardašević, et al., 2021), human resources policy should ensure an increase in the ability of employees, i.e. companies, to provide answers to the changing demands of the market in the near future, regardless of the structure of the organizational model. Improving the human resources policy of national organizations is not possible without a comprehensive analysis. In the analysis of the characteristics of such an organization's personnel policy, the starting point is its connection with the strategic direction of development. At the same time, attention should be focused on long-term planning, the essence of the role of personnel, and the system of interconnected structures and procedures for working with given personnel. Quality selection of people (Robertson, et al., 2001; Afshari, et al., 2010; Stanujkic, et al., 2018) and their assignment to the right places in a specific organizational structure in which roles, powers, and responsibilities are delegated, controlled, and coordinated and in which the information flow between different organizational levels is regulated is considered a winning combination of a successful human resources policy.

## **Research methodology**

In this paper, the research was conducted as an analytical cross-sectional study with the goal of interpreting the importance of human resources policy for achieving total business excellence in different national organizations, which have different organizational structures, taking into account the variations in leadership tenability. In order to perceive the key elements of the strategic importance of human resources

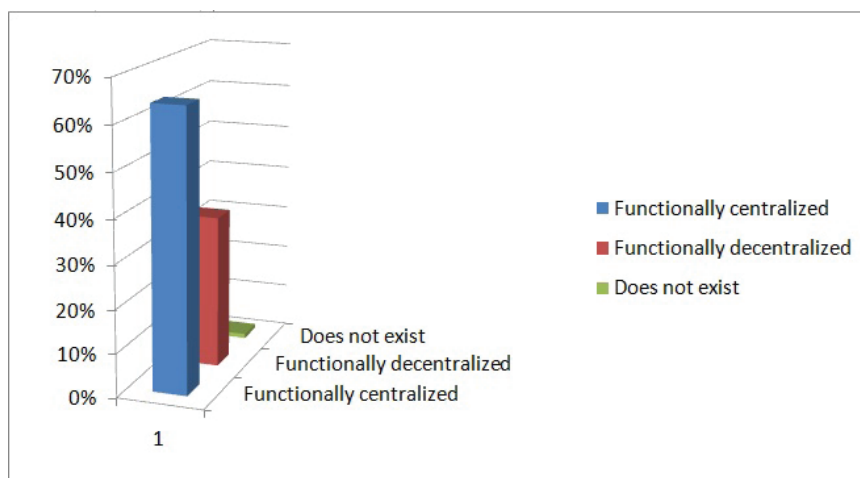
policy for the sustainable success of various organizations, primary data was obtained, extracted, and analyzed in the field. The research was conducted in the form of an online questionnaire on a sample of 123 organizations. The acquisition of data is focused on determining the influence of human resources policy, i.e. organizational structure as an independent variable on consequential variables such as: allocation of funds for employee education and training, as well as their reaction to the education module; objectivity when choosing employees who will be trained; the importance of human resources in the organization as a source of creativity and new ideas; the level at which the idea of business culture and teamwork is realized in organizations where decision-makers have different leadership styles, which ultimately determines business results.

The answers obtained from the respondents were processed with the ANOVA test and the non-parametric  $\chi^2$  test (the presence of a statistically significant difference for  $\text{Sig} \leq 0.05$  values). The collected data are presented graphically, tabularly, and descriptively. Microsoft Excel 2010 was used to draw the graphs.

## Results and Discussion

As a result of the organizing process, the organizational structure should correspond to the goals and the environment in which the company engages in its business activity. In a large number of national organizations analyzed in the sample, a functional centralized organizational structure prevails. Functional centralized organizational structure is present in 79 (64%) organizations, functional decentralized organizational structure is present in 42 (35%) organizations, while in 2 (1%) organizations it is indicated that there is no clearly visible organizational structure. Incidentally, functional organization is the simplest and most applied model of organizational structure in the domestic business milieu. The percentage representation of the different organizational structures in the organizations in the sample is presented in Graph 1.

Graph 1. Organizational structures in the organizations in the sample



Source: Author's research

An organization on the market cannot ensure sustainable business if the engaged human resources are not adequately motivated and trained for the necessary tasks and if there is no reliable communication between different organizational levels, regardless of the possession of financial resources, appropriate equipment, and modern technology. Without investing in the knowledge of the engaged personnel, their quality selection, education and training, it is not possible for the organization to grow and develop and achieve sustainable competitiveness. Also, without the quality organization and assignment of rights and responsibilities and without controlled and coordinated roles, it is not possible for the organization to transform into a highly profitable structure. The analysis of human resources from the defined sample was processed by the ANOVA test with a probability level of 0.05, in relation to the independent variable:

- organizational structures.

Dependent variables were graded from 1 to 5, with 1 being the lowest and 5 being the highest grade. The survey asked respondents to mark the organizational structure in their company with one of the following options: functionally centralized, functionally decentralized, or non-existent. Comparative statistics indicating the existence of differences in human resources policy in organizations with different organizational structures are presented in Table 1.

*Table 1. Differences in human resources policy in organizations that they have a different organizational structure*

		Sum of Squares	df	Mean Square	F	Sig.
Work habits of employees in the organization	Between Groups	5.493	2	2.746	3.015	.052
	Within Groups	121.147	133	.911		
	Total	126.640	135			
The reaction of employees to the education program, as well as their readiness for education and training	Between Groups	1.752	2	.876	.653	.522
	Within Groups	178.365	133	1.341		
	Total	180.118	135			
Allocating funds of the organization for the education and training of employees	Between Groups	13.585	2	6.793	4.265	.016
	Within Groups	211.819	133	1.593		
	Total	225.404	135			
Justness in selecting the employees to be educated	Between Groups	16.542	2	8.271	6.351	.002
	Within Groups	173.222	133	1.302		
	Total	189.765	135			

Level to which the idea of business culture is realized within the organization	Between Groups	.599	2	.299	.299	.742
	Within Groups	133.166	133	1.001		
	Total	133.765	135			
Level to which the organization's employees share the responsibility both for the success and for the failure of the organization	Between Groups	4.756	2	2.378	1.689	.189
	Within Groups	187.236	133	1.408		
	Total	191.993	135			
Team work in the organization	Between Groups	1.826	2	.913	.891	.413
	Within Groups	136.284	133	1.025		
	Total	138.110	135			
Organization's employees as a source of creativity and new ideas	Between Groups	9.757	2	4.879	4.312	.015
	Within Groups	150.478	133	1.131		
	Total	160.235	135			

Source: Author's research

Table 2 shows the differences in objectivity in the selection of personnel to be educated in organizations with a specific leadership style. Education programs are focused on maintaining and improving results in the current workplace, while training programs are intended to develop skills needed for future work. It can be noted that there is a difference between organizations in which there is an autocratic and participative leadership style and in organizations in which there is an autocratic and democratic leadership style.

*Table 2. Objectivity during the selection of employees who will be trained in organizations that have different leadership styles*

<i>Objectivity when choosing employees who will be educated</i>		Mean difference (I-J)	Standard deviation	Deviation significance (Sig)	95% Confidence interval	
(I) Management style in an organization	(J) Management style in an organization				Lower limit	Upper limit

Autocratic	Participatory	-.767(*)	.260	.020	-1.44	-.09
	Democratic	-.848(*)	.278	.015	-1.57	-.12
	Not sure	.250	.455	.946	-.93	1.43
Participatory	Autocratic	.767(*)	.260	.020	.09	1.44
	Democratic	-.081	.231	.985	-.68	.52
	Not sure	1.017	.427	.086	-.10	2.13
Democratic	Autocratic	.848(*)	.278	.015	.12	1.57
	Participatory	.081	.231	.985	-.52	.68
	Not sure	1.098	.438	.064	-.04	2.24
Not sure	Autocratic	-.250	.455	.946	-1.43	.93
	Participatory	-1.017	.427	.086	-2.13	.10
	Democratic	-1.098	.438	.064	-2.24	.04

Source: Author's research

Based on the collected data, taking into account the differences in the organization management style, it can be concluded that the observed differences significantly affect:

- Allocation of the organization's funds for employee education and training  
Sig=0.016;
- Objectivity during the selection of employees who will be trained Sig=0.002;
- Human resources in the organization as generators of inventiveness and new ideas  
Sig=0.015.

An additional Tukey test was used to determine which organizations with different organizational structures differ by looking at the variables in which a significant disparity in ratings was observed.

The disproportions in the evaluations of the allocation of funds for the education of employees and their training in organizations with different organizational structures are presented in Table 3. It can be seen that the scores in organizations that have a functional centralized organizational structure and a functional decentralized organizational structure are particularly different compared to organizations in which the organizational structure does not exist.

*Table 3. Allocation of funds for the improvement and training of employees in organizations that have a different organizational structure*

<i>Allocating funds of the organization for the education and training of employees</i>		Mean difference (I-J)	Standard deviation	Deviation significance (Sig)	95% Confidence interval	
(I) Organizational structure in the company	(J) Organizational structure in the company				Lower limit	Upper limit

Functional centralized	Functional decentralized	-.226	.228	.584	-.77	.32
	Does not exist	2.391(*)	.903	.024	.25	4.53
Functional decentralized	Functional centralized	.226	.228	.584	-.32	.77
	Does not exist	2.617(*)	.911	.013	.46	4.78
Does not exist	Functional centralized	-2.391(*)	.903	.024	-4.53	-.25
	Functional decentralized	-2.617(*)	.911	.013	-4.78	-.46

Source: Author's research

Variations in objectivity during the selection of employees who will be trained in organizations with different organizational structures are presented in Table 4. From the table seen above, it should be noted that there is an oscillation in organizations that have a functional centralized and functional decentralized structure in relation to organizations in which there is no organizational structure.

*Table 4. Objectivity during the selection of employees who will be trained in organizations that have a different organizational structure*

Objectivity when choosing employees who will be trained		Mean difference (I-J)	Standard deviation	Deviation significance (Sig)	95% Confidence interval	
(I) Organizational structure in the company	(J) Organizational structure in the company				Lower limit	Upper limit
Functional centralized	Functional decentralized	-.109	.207	.859	-.60	.38
	Does not exist	2.828(*)	.816	.002	.89	4.76
Functional decentralized	Functional centralized	.109	.207	.859	-.38	.60
	Does not exist	2.936(*)	.824	.001	.98	4.89
Does not exist	Functional centralized	-2.828(*)	.816	.002	-4.76	-.89
	Functional decentralized	-2.936(*)	.824	.001	-4.89	-.98

Source: Author's research



## Conclusion

In the conducted research, organizations of different sizes are proportionally represented in the sample. The results of the study indicate that, in the largest number of national organizations included in the sample, a functional centralized organizational structure prevails (64%). Comparative statistics confirm the presence of differences in human resources policy in organizations that have different organizational structures, so it can be concluded that there are differences in organizations with an autocratic and participative leadership style and in organizations with an autocratic and democratic leadership style. The results of the study indicate the existence of a disproportion in the human resources policy in organizations that have different management styles, so it is established that oscillations in the organization management style significantly affect: the allocation of the organization's funds for employee education and training, objectivity when selecting the personnel to be trained, and human resources in the organization as carriers of creativity and new ideas. The Tukey test shows the existence of an oscillation between organizations that have a different organizational structure by looking at the variables where a significant disparity in ratings was observed. It is evident that the evaluations in organizations that have a functional centralized organizational structure and a functional decentralized organizational structure are different in comparison to organizations in which the organizational structure does not exist. Variations in objectivity when choosing employees who will be trained in organizations that have a different organizational structure clearly indicate that there is a difference in those that have functional centralized and functional decentralized structure compared to organizations where there is no organizational structure.

The assumptions stated in this study show that there is no sustainable business if the management does not improve the personnel policy of its organization. Without investing in the knowledge and education of human resources and the function of an adequate organizational structure, even the best performance in all areas of management will remain ineffective. The final suggestion to organizations would be to actively adapt the human resources policy and organizational structure to the decisions being made, which should correspond to the goals and the environment in which they perform their business activities.

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