Razvoj ljudskih resursa za transformaciju sistema: Slučaj preduzeća mašinske industrije

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Transformacija privreda bivših socijalističkih zemalja, u većini slučajeva je tekla teško i pokazala se kao neuspešna, naročito u onim delatnostima koje zahtevaju permanentnu edukaciju i prilagođavanje ljudskih resursa. To se najbolje pokazalo na primerima preduzeća iz mašinske industrije.

Osnovni razlog jeste činjenica da se veoma malo pažnje posvećivalo ljudskim resursima. U radu su naznačena neka iskustva u delu privrede koju sačinjavaju preduzeća mašinske industrije i edukovanja ljudi za poslovanje u tržišnoj privredi. Osim toga prezentirani su ciljevi i aktivnosti Instituta za razvoj industrije, koji preduzima aktivnosti da prenese pozitivna privredna iskustva razvijenih zemalja, u cilju napretka i razvoja pojedinih privrednih regiona i privrede zemlje u celini.

Ključne reči: *ljudski resursi, razvoj, transformacija, mašinska industrija, preduzeće*

1. UVOD

Brojna su mišljenja, kada se govori o transformaciji u bivšim socijalističkim ekonomijama, da je u pitanju bila “neuspela terapija” koja je bila primenjena u mnogim zemljama centralne i istočne Evrope. Poznato je da ovaj pristup nije dao pozitivne rezultate u brojnim slučajevima, kada su u pitanju preduzeća mašinske industrije.

Kao alternative ovom pristupu, relativno dug transformacioni period (koji je ciljao da ozvaniči početak transformacije i koji je, u međuvremenu sasekao prilično uspešna preduzeća) imao je korak-po-korak napor, koji je obuhvaćen pod terminom gradualizma. Međutim, u ovom procesu relevantna socijalistička ekonomija, zbog nespremnosti da se izuzme iz društvenog režima, uporno teži ka centralizovanoj kontroli. To je bio slučaj u brojnim socijalističkim zemljama. U mnogima je (npr. u Kini i Vijetnamu) rešenje za transformaciju nađeno u pravilno izbalansiranom spoju socijalističke i kapitalističke ekonomije.

Prvi odraz kompleksnog transformacionog pristupa se odnosio na istorijsko, socijalno, političko, ekonomsko i kulturno zaleđe.

U pitanju su promenljive komponente razvoja socijalističke ekonomije i političkog sistema u zemlji, iz razloga što je do sada focus bio usmeren na analizu političkih aktera i grupa, konkretnije, na koji način je process konkurencije političkih aktera bio pogođen i od strane kojih faktora.

Pojedini analitičari su skretali pažnju na činjenicu da je veoma moguće odrediti ili prognozirati koje će grupe, pojedinci, sektori ili institucije igrati glavnu ulogu u period tranzicije¹. Međutim, i dalje je nemoguće odrediti kakav interes će biti manifestovan kroz ponašanje i akcije takvih grupa i institucija, odnosno da li će se očekivati da se bilo ko od njih upusti u složnu zajedničku akciju sa ciljem da se postigne uspešna transformacija.

2. PREDRASUDE O TRANSFORMACIJI

U kontekstu razvoja ljudskih resursa za transformaciju proizvodnih sistema brojni autorri su istraživali predrasude o transformaciji. Pojedini autori su se pozivali na dve osnovne faze sistema transformacije: prva faza je okarakterisana primenom političkog režima i uvođenjem novih političkih institucija i procedura, kao i obezbeđivanjem zvaničnih prava i ukupnih obaveza. Osim toga, neophodno je prilagoditi društvene i ekonomske uslove da bi se garantovale prednosti i prava zaposlenih, ali i svih građana.

Do sada je bilo moguće konstatovati kada je prva faza završena u zavisnosti od toga koja je privreda odnosno zemlja u pitanju. Prelaz sa prve na drugu fazu ne može se precizno odrediti. Više od toga, neki eksperti smatraju da su ekonomske, društvene i političke integracije neophodne za efikasno funkcionisanje tržišne ekonomije ali i razvoja demokratije.

¹ O Donel, Guillermo, Šmiter, Filip C., 1996, Tranzicija autoritativnog pravila, Preliminarni zaključci o spornim demokratijama, Baltimor/London, John Hopkins Univerzitet press, 1996., p.67.

Drugi analitičari smatraju da je čak i u slučaju duple transformacije (institucijska i tehnološka) prvi korak predstavlja transformacija institucija koje pospešuju tržišnu privredu.

Druga etapa se odnosi na to da se integracije pretvore u globalnu proizvodnju i tehnološke mreže.

Trajamnije ove faze, ili bolje reći, koliko vremena je potrebno za ovu fazu, nemoguće je prognozirati². To zavisi, pre svega, od toga do koje mere proces druge faze utiče na stavove i ponašanje pojedinaca i grupa. Ovaj proces transformacije je naročito osetljiv u pojedinim privrednim delatnostima, kakva je industrija i posebno mašinska industrija.

3. ULOGA LJUDSKIH FAKTORA U PROCESU TRANSFORMACIJE

Pitanje ljudskih resursa je, uprošćeno, vezano za uspeh ili neuspeh transformacije, preciznije kako radnike-izvršioce naučiti da shvate i private pravila efikasne tržišne privrede. U tom kontekstu treba postaviti pitanje koje se odnosi na kreiranje odgovarajućih ljudskih resursa da bi se prihvatila pozitivna svest, stavovi i ponašanje prema tržištu. Međutim, neophodan je paralelan proces transformacije zakonskih, institucijskih i drugih organizacionih infrastrukture, ali ne postepeno kao što je to rađeno do sada. Neki eksperti naglašavaju potrebu za usklađenim razmatranjem svih aspekata transformacije³: "početna tačka sistema transformacije leži u političkom sistemu, ali se onda razvija manje ili više simultano u različitim podsistemima. Ovo je manje obelodanilo jednostavnu uzročno-posledičnu vezu, nego raznolikost međusobnih veza".

Iskustva sa transformacijom u bivšim socijalističkim ekonomijama su, očigledno, dokazala da je veoma bitan razlog neuspeha transformacija u tome što se obraća veoma malo ili nimalo pažnje ulozi ljudskih resursa, koji se, uobičajeno, naziva transformacioni ljudski kapital. Eksperti za transformaciju ovo nazivaju quantile negligible., a najeklatantniji primer je privatizacija mašinskog sektora u Istočnoj Nemačkoj⁴. Potom, za takav primer je promena ponašanja srpske korporativne administracije prema stavovima koji se tiču tržišta⁵. Ova istraživanja su pokazala koliko će da poraste značaj ljudskog faktora.

² Radošević, S., 2014, Kakva je budućnost S&T u CEEC – u u 21 –veku? U: Meske, Verner (ed.), Iz systemske transformacije, op.cit.443-473.

³ Meske, Verner, 2004, Analiza transformacije , S&T u CEEC-u – Teorijski i metodološki pristup, u: Meske, Verner (ed); Od sistema transformacije ka evropskoj integraciji, LIT/Berlin, p.51.

⁴ Oh Yean-Cheon, Razvoj ljudskih resursa za transformaciju sistema: Slučaj Instituta za razvoj u Aziji, 2005, Neđunarodni naučni skup: "Jačanje konkurentnosti preduzeća i privrede, Zbornik radova, Megatrend univerzitet, Beograd, 9. decembar, 2005, str.27-32.

⁵ Jovanović, M., 2005, Radna motivacija i samoupravljanje, Megatrend univerzitet, Beograd.

Autor koji je vodio obuku i prekvalifikaciju mlade radne snage, uglavnom iz društvenog (državnog) sektora u bivšoj socijalističkoj ekonomiji za tržišno orijentisane poslove i dužnosti, posmatra transformaciju kao sklop promenljivih⁶: ljudski resursi, transformacija sistema, organizacija, liderstvo, globalna mreža, pravna regulative i institucije; Međutim, ovaj pristup se sastoji od četiri glavne komponente koje treba da imaju veoma uske veze. U vrhu ovih dveju dodatnih komponenti ne smeju se zapostaviti vođstvo i globalna mreža.

Transformacija zahteva, bez obzira na svoju lokaciju, da lideri moraju sami preuzeti inicijativu za transformacijom. Osim toga tržišna ekonomija se razmatra u okviru globalizacije, što bi značilo da je, efikasna efektivna, tržišna ekonomija (pa time i delatnosti industrijskog sektora), najprostije rečeno "globalno ekonomsko tržište". Pojam koji podržava na ovaj način opisan klaster, odgovara iskustvima transformacije privrednih delatnosti u bivšim socijalističkim zemljama u celoj istočnoj Evropi. Međutim, u sadašnjim uslovima nude se brojne sugestije za novi pravac transformacione strategije u mašinskoj delatnosti. U svakom slučaju, dug je proces transformacije i prilagođavanja jedan način razmišljanja i poslovanja (socijalističko, samoupravni) u drugoj (tržišno ekonomski).

4. TRANSFORMACIJA MAŠINSKE INDUSTRIJE

Brojni eksperti smatraju da Srbija treba da razvija svoju mašinsku industriju koja bi osim na finansijskom kapitalu bila, pre svega, zasnovana na ljudskom kapitalu odnosno resursima. Predlaže se neka vrsta atipične industrijalizacije i modernizacije, koji bi bio jedinstven, mali (fleksibilni i adaptibilni) pogoni – privredni subjekti, koji bi bili atipični. Naime, ne bi ih bilo lako smestiti u uobičajena razvojna iskustva naprednih zapadnih ekonomija. U pitanju je svrsishodna transformacija bazirana na iskustvima naprednih zemalja u istočnoj Evropi koji su obavile efikasnu tranziciju u prilično kratkom roku.

U tom smislu mogu se izdvojiti četiri konkretna strategijska cilja, za unapređenje ukupne mašinske industrije ali i pojedinih privrednih subjekata:

1. izgraditi solidarne veze sa zemljama u region, sa stavom da se oformi partnerstvo u ekonomskoj saradnji, naročito ako se Srbija suočava sa rastućim tendencijama za formiranje regionalnih blokova kao globalne strategije; (sa fleksibilnim programom može se doprineti stvaranju aktivnije inicijative i liderstva od strane vlade i korporacija);
2. podstaći smanjenje radne snage u janom sektoru sa globalnom svešću, mogućstvom komunikacije i orijentacijom ka budućnosti;

⁶ Oh Yean-Cheon, Razvoj ljudskih resursa za transformaciju sistema: Slučaj Instituta za razvoj u Aziji, 2005, Neđunarodni naučni skup: "Jačanje konkurentnosti preduzeća i privrede, Zbornik radova, Megatrend univerzitet, Beograd, 9. decembar, 2005, str.27-32.

3. sprovesti obrazovanje i programe obuke kao i zajednička istraživanja trenutne situacije i transformacije u bivšim socijalističkim ekonomijama i izvući iz toga pouku za ujedinjenje i integracije;
4. zajednički naponi visokoškolskih institucija i edukativnih centara, usmerenih ka globalnom poslovanju i istraživačkim programima;

Za ozdravljenje celokupne mašinske industrije neophodno je napraviti ozbiljnu studiju (elaborat) i dugoročnu strategiju gde bi sagledali mesto i ulogu u industriji i privredi Srbije.

Uzimajući u obzir gore naznačene četiri pretpostavke, ozbiljni programi treba da budu sačinjeni od tri osnovne komponente, i to:

- liderski forum (LF) koji bi sačinjavali lideri svih nivoa, kao što su ministar privrede (ili pomoćnici ministra), generalni direktori aktivnih privrednih subjekata iz mašinske industrije, lideri u lokalnoj (gradskoj, opštinskoj) zajednici;
- temeljno razumevanje mesta i uloge ove grane industrije, za civile visokog ranga i izvršne direktore (preostalih) društvenih i državnih preduzeća mašinske industrije;
- intenzivna studija o mašinskom sektoru, za menadžere srednjeg nivoa koncentrisane na poseban sektor – vezano za obuku kroz obrazovanje u kombinaciji sa kratkoročnom praksom kao što su IT, energija, menadžment, marketing i dr.

Dakle, jedna sveobuhvatna studija, temeljne evaluacije, bi imala za cilj da bude od pomoći u transformaciji srpske mašinske industrije, odnosno da ukaže da se ona mora sistematizovati i konsolidovati. Privredni subjekti ove grane industrije ne smeju biti prepušteni sami sebi u rešavanju brojnih problema. Pre svega, uloga države je da stvori odgovarajući (pozitivni) ambijent kako bi ova preduzeća opstala na sve turbulentnijem tržištu.

Na primer, adekvatna i dobro analitički utemeljena studija, sa dopunskim programima i novom orijentacijom obuhvatala bi, između ostalog, i sledeće elemente⁷:

- neophodnost za sektorski orijentisanim i specijalističkim programima i sveobuhvatnim planovima (regionalnim, lokalnim) sa različitim vremenskim dimenzijama (dugoročnim, srednjoročnim i kratkoročnim);
- komplementarni programi, različitih nivoa, sa drugim granama delatnosti;
- radionice koje slede (mikro i mala –srednja preduzeća) a koje bi bile kooperantski orijentisane;
- okupljanje nekadašnjih učesnika, poslovnih partnera, prilikom povezivanja, npr. u klastere i druge, fleksibilne oblike povezivanja koji bi

obezbeđivali efikasan i efektivan plasman proizvoda;

U eventualno sveobuhvatnoj strategiji, u kojoj bi bilo do detalja sagledano sadašnje stanje, domete dosadašnje transformacije kao i moguće perspetive, mašinske industrije u Srbiji, između ostalih, i sledeće tačke zaslužuju razmatranje:

- rastuća tražnja za daljim obrazovanjem iz mašinske struke;
- potražnja za permanentnom obukom sa oplemenjenim tržišno i liderski orijentisanim stavovima i sposobnostima;
- specifični i specijalizovani iz Evrope i regiona na više transformisane ekonomije iz Istočne Srednje Evrope;
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5. ZAKLJUČAK

Na brojnim slučajevima preduzeća iz mašinske delatnosti u Srbiji može se izvesti zaključak da transformacija tih privrednih subjekata nije bila uspešna. Brojni su razlozi za to, a pre svega izuzetno loše sprovedena privatizacija ovih privrednih subjekata. Međutim, uzrok se može tražiti u neadekvatnom razvoju ljudskih resursa kako bi se izvršila efikasna i efektivna transformacija (iz socijalističkog ambijenta u turbulentne tržišne uslove) privrednih subjekata iz mašinske industrije. Stoga se predlaže izrada detaljne studije o dosadašnjem toku procesa transformacije, ali što je još bitnije da se sagledaju perspektive ove industrijske grane u Srbiji. Naime, postoje regije u Srbiji koje su tradicionalno vezane za ovu granu industrije sa adekvatno obučanim (obrazovanim) ljudskim resursima

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Human Resource Development for System Transformation: The Case of Machinery Industry

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The transformation of the former socialist countries, in most cases ran hard and proved to be unsuccessful, especially in those industries that require continuous education and adaptation of human resources. This is best illustrated by the examples of enterprises in the mechanical industry. The main reason is the fact that very little attention was paid to human resource management.

The paper indicated some experience in a part of the economy consisting by companies of mechanical industry and education of people to do business in a market economy. Also presented are the aims and activities of the Institute for the Development of Industry, which takes actions to pass positive economic experience of developed countries, in order to progress and development of certain economic regions and the national economy as a whole.

Keywords: *Human resource, development, transformation, the machinery industry, company*

1. INTRODUCTION

Many are of the opinion, when talking about the transformation of the former socialist economies that in question has been "unsuccessful therapy" that had been implemented in many countries of Central and Eastern Europe. It is known that this approach did not give positive results in a number of cases, when it comes to companies in the mechanical industry. As an alternative to this approach, relatively long transformation period (which was aiming to formalize the beginning of the transformation, and which, in the meantime cut down quite successful companies) had a step-by-step effort, which have been covered by the term of gradualism.

However, in this process the relevant socialist economy, due to the unwillingness to be exempted from social regime, persistently strives for centralized control. This was the case in a number of socialist countries. In many (eg. in China and Vietnam) solution for transformation was found in a properly balanced combination of socialist and capitalist economy.

A first reflection of the complex transformational approaches related to historical, social, political, economic and cultural background. These are the variable components of the development of socialist economy and political system in the country, because the focus has so far been focused on the analysis of political actors and groups, more specifically, how the process of competition of political actors was hit and by which factors.

Some analysts have drawn attention to the fact that it is possible to determine or predict which groups, individuals, departments or institutions will play a major role in the transition period¹. However, it is still impossible to determine what kind of interest will be manifested through the behavior and actions of such groups and institutions, and whether to expect that any of them be engaged in concerted joint action in order to achieve a successful transformation.

2. PREJUDICE OF TRANSFORMATION

In the development context of human resources for the transformation of production systems, many authors have investigated the prejudices of transformation. Some authors have relied on two basic phases of transformation: the first phase is characterized by the application of the political regime and the introduction of new political institutions and procedures, as well as providing official rights and total liabilities. In addition, it is necessary to adapt to the social and economic conditions that would guarantee the rights and benefits of employees, but also of all citizens. Until now it was possible to state when the first phase is over, depending on which is the economy and the country in question.

¹ O Donel, Gulliermo, Šmiter, Filip C., 1996, The transition of authoritarian rule, preliminary conclusions on controversial democracies, Baltimor/London, John Hopkins University Press, 1996., p.67.

The transition from the first to the second phase cannot be precisely determined. More than that, some experts believe that the economic, social and political integration are necessary for the efficient functioning of the market economy and the development of democracy. Other analysts believe that even in the case of a double transformation (institutional and technological), the first step is to transform the institutions that promote market economy.

The second stage refers to the fact that integrations be transform into a global manufacturing and technology networks. Duration of this phase, or rather, how much time is needed for this phase, it is impossible to foresee². It depends, above all, to what extent the process of the second phase influences the attitudes and behavior of individuals and groups. This transformation process is particularly sensitive in certain economic sectors, such as industry and in particular the mechanical industry.

3. THE ROLE OF HUMAN FACTORS IN THE PROCESS OF TRANSFORMATION

The issue of human resources is simplified, tied to the success or failure of transformation, precisely how workers-executives to understand and learn the rules of private effective market economy. In this context, we should ask a question that relates to the creation of adequate human resources in order to accept positive awareness, attitudes and behavior towards the market. However, it's necessary parallel process of transformation of legal, institutional and other organizational infrastructure, but not gradually as it was done until now. Some experts emphasize the need for coordinated examination of all aspects of transformation,³: "the starting point of the system lies in the transformation of the political system, but then developed more or less simultaneously in different subsystems. This disclosed less simple cause-and-effect relationship, than the diversity of interconnection". The experience with the transformation of the former socialist economies were obviously proved to be very important reason for the failure of the transformation that it speaks very little or no attention to the role of human resources, that is, usually, referred to transformational human capital.

² Radošević, S., 2014, What is the future S&T u CEEC –in 21st century? In: Meske, Verner (ed.), From the systematic transformation, op.cit.443-473.

³ Meske, Verner, 2004, Analysis of transformation , S&T u CEEC-u – Theoretical and methodological approach, in: Meske, Verner (ed); From the system transformation towards European integration, LIT/Berlin, p.51.

The experts called for the transformation of this quantile negligible. A most striking example is the privatization of mechanical sector in East Germany⁴. Then, for example, such a change is behavior of Serbian corporate administration's views concerning the market⁵. This research has shown how much will be increased the importance of the human factor. The author who led the training and retraining of young manpower, mainly from the social (state-owned) sector in the former socialist economy to market-oriented tasks and duties is watching the transformation as a set of variables:⁶: human resources, system transformation, organization, leadership, global network, legal regulations and institutions; However, this approach consists of four main components that should have very close relations.

On top of these two additional components may not be neglecting leadership and global network. Transformation requires, regardless of its location, that the leaders themselves must take the initiative to transform. In addition, the market economy is considered in the context of globalization, which would mean that, efficient, effective, market economy (and thus the activity of the industrial sector) most simply said is "global economic market". The notion that supports this way described cluster, corresponds to experience of transformation of the economic activities in the former socialist countries throughout Eastern Europe. However, in the present conditions are offered numerous suggestions for the new direction of the transformation strategy in mechanical activities. In any case, a process of transformation and adaptation is long to a way of thinking and operating (socialist, self-administered) to another (the market economy).

4. TRANSFORMATION OF MACHINERY INDUSTRY

Many experts believe that Serbia should develop its mechanical industry that, in addition to financial capital, was primarily based on human capital and resources.

⁴ Oh Yean-Cheon, Human Resources Development System Transformation: The Case of the Institute for Development in Asia, 2005, International Scientific Conference: "Enhancing the competitiveness of companies and the economy, proceedings, Megatrend University, Belgrade, December 9, 2005, pg.27-32.

⁵ Jovanović, M., 2005, Working motivation and self-management, Megatrend University, Belgrade.

⁶ Oh Yean-Cheon, The Case of the Institute for Development in Asia, 2005, International Scientific Conference: "Enhancing the competitiveness of companies and the economy, proceedings, Megatrend University, Belgrade, December 9, 2005, pg.27-32.

It is suggested some sort of atypical industrialization and modernization, which would be unique, small (flexible and adaptable) plants - economic entities that would be atypical. Namely, it should not be easily placed in a common development experience of advanced Western economies. It is a purposeful transformation based on the experience of advanced countries in Eastern Europe who have done an effective transition to a fairly short period of time. In this sense, can be singled out four specific strategic objectives, to improve the overall mechanical industries, as well as individual business entities:

1. to build solidarity links with countries in the region, with an attitude to create a partnership in economic cooperation, especially when Serbia faces a growing tendency for the formation of regional blocks as a global strategy; (with flexible program can contribute to creating a more active initiative and leadership by governments and corporations);
2. encourage the reduction of the workforce in the public sector with a global consciousness, with the possibility of communication and orientation towards the future;
3. implement education and training programs, as well as joint research of the current situation and the transformation of the former socialist economies and draw lessons from it for the unification and integration;
4. joint efforts of higher education institutions and educational centers aimed at a global business and research programs;

For the recovery of the whole mechanical industry, it is necessary to make a serious study (elaboration) and long-term strategy which would reconsider the role of the industry and the economy of Serbia. Taking into account the above-indicated four assumptions, serious programs should be made up of three basic components, such as:

- leadership forum (LF), which would consist of leaders at all levels, such as the Minister of Economy (or assistant ministers), Directors General of active business entities Machinery industry leaders in the local (city, municipal) community;
- a thorough understanding of the place and role of the industry, the high-ranking civilians and executive officers (of remained) social and state enterprises of mechanical industry;

- intensive study of the mechanical sector, for middle-level managers concentrated in a particular sector - related to training through education combined with short-term practices such as IT, energy, management, marketing, etc.

Therefore, a comprehensive study of the basic evaluation would mean to be of help in the transformation of Serbian Machinery Industry, or to indicate that it has to be systematically consolidated. Economic entities of the industry should not be left alone in solving many problems. First of all, the role of government is to create an appropriate (positive) environment to these companies to be survived at all turbulent market. For example, adequate and well-founded analytical studies, with additional programs and new orientation would include, inter alia, the following elements⁷:

- the need for sector-oriented and specialized programs and comprehensive plans (regional, local) with different time dimensions (long-term, medium-term and short-term);
- complementary programs of different levels, with the other branches of activities;
- workshops that follow (micro, small and medium enterprises) for which they were co-operatively oriented e;
- gathering of former participants, business partners, when connecting, eg in clusters and other flexible forms of connection, to provide efficient and effective product placement;

The eventual overall strategy, which would assess in detail the current state, achievements so far transformations and possible perspective of mechanical industry in Serbia, among others, the following issues merit consideration:

- growing demand for further education of mechanical engineering;
- the demand for continuous training and the improved market-oriented attitude and leadership abilities;
- specific and specialized European and regional transformed economies in several transformed from East and Central Europe;

5. CONCLUSION

On a number of cases of enterprises in machine activities in Serbia it can be concluded that the transformation of these business entities was not successful.

⁷ Petrović, P., 1997, Entrepreneurial management, PMF, Novi Sad, str.45.

There are many reasons for this, above all, extremely poorly implemented privatization of these commercial entities. However, the cause can be sought in inadequate development of human resources in order to be efficient and effective transformation (from a socialist environment in turbulent market conditions) of companies in the mechanical engineering industry. It is therefore proposed to prepare detailed studies on the course of the transformation process, but what is even more important to consider the perspective of industrial branches in Serbia.

In fact, there are regions in Serbia that are traditionally related to this branch of industry with properly trained (educated) human resources.

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