

WORK TEAM MANAGEMENT AS PART OF MODERN HUMAN RESOURCE MANAGEMENT

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Abstract: Team management is one of the most important characteristics of a company. In order for a company to operate efficiently and effectively, it is necessary to create departments that respond to the different needs arising from its operations. Companies thus delegate various responsibilities that correspond to their departments and thus distribute the work to employees who match the profile required in those departments. Modern companies are structured in a multi-layered manner and at each level of management there are people who are responsible for managing the teams that are part of a certain department of the company. For example, employees in the finance department are responsible for working in terms of the company's financial management. In this way, they are monitored by their superiors who aim to integrate all these people into a cohesive picture and direct their activities towards achieving a common goal. One of the important aspects of team management is setting goals that need to be achieved. Once these goals are established, team managers should monitor their execution within the deadlines they set. Next is the establishment of a quality team culture that refers to open communication and trust. However, one of the important aspects associated with these activities is also determining their responsibilities at the individual and team level. Finally, it is important to overcome the conflicts that would exist in the team environment, but also to delegate obligations and responsibilities. What is very important is to create conditions in which employees and members of a certain team in the company would feel encouraged to get involved in the company's innovation process with their own suggestions and ways to improve the company's work. According to a large number of researchers, it is crucial to create conditions in teams that encourage the participation of all team members in the business activities of companies. It is necessary to create an inclusive atmosphere that is based on mutual respect, which should represent the culture of the company. Team managers need to have certain skills such as strong leadership skills, but also to possess interpersonal skills. It is crucial that they can communicate properly with employees, be able to motivate them and have authority in making decisions regarding the work of employees. Team managers need to be able to properly present the goals of teams and companies to team members and encourage them to focus on achieving them. Team management is a complex process and it is part of the business management process. People in companies are one of the main resources of companies and therefore it is necessary to strike a balance between their rights and obligations in companies. Team managers need to be able to create an atmosphere in which the correct distinction is made between team goals and global company goals, but also to explain their connection. It is important for team leaders to analyze employee performance, which is why they can use the latest technologies in order to obtain quantitative data on employees. In this way, they could monitor the achievement of goals at an individual level, in order to determine the progress of employees. Only through analysis at all levels can the desired results be achieved in team management, and managers need to be flexible and have an understanding of the needs of team members.

Keywords: team, management, monitoring, performance

1. INTRODUCTION

Work team management is certainly part of modern human resource management, and a very important part that enables greater efficiency and effectiveness of companies. The division of work responsibilities into more specialized teams in the work organization is not new, and what is significant for this step is the level of sophistication of business processes and the efficiency and effectiveness achieved with these processes.

Therefore, work team management is an important part of modern human resource management, and work teams are already an important part of the management of modern companies. Modern companies are committed to developing quality work teams and strict specialization of work by departments, high freedom of individual departments in the organization of companies, high autonomy of individual departments in the organization of companies, a high level of funds allocated to work teams and a focus on research and development of various areas in companies. Work teams are an important part of every modern organization and are often strictly distinguished from each other, with strong entry barriers, primarily barriers related to the required knowledge, work skills, work experience in the field, the necessary academic credentials, but also the necessary personal skills and qualities that are required to work in these teams. Often in work organizations there are certain transfers of human resources between work teams, but with the increasing specialization of work teams, there is less and less room for this. According to experts, the management of work teams is one of the most important features of modern human

resource management, since the work of most companies is divided into work teams and more and more work is being done to create a positive working atmosphere in the teams, but also between the different teams. Work team managers need to know how to motivate their team, but also, under certain conditions, to make it competitive in relation to other teams.

What they need to prevent, however, is that they become too competitive and make the team antagonistic towards other teams. This is precisely the challenge of managing work teams, as efforts need to be made to create an atmosphere in which work teams work towards the common goals of the company, but also towards achieving the goals set by their team leaders. These goals are complementary to achieving the goals of the company and according to experts, it is best for teams to be primarily focused on achieving these goals, of course taking into account the goals of the companies. The goals of companies are basically generally set and more abstract in terms of team members and are mostly available only to senior management, with certain information reaching lower levels, and the goals of the teams must be clearly explained to all team members.

The goals of work teams cannot be achieved until they are clear to all team members, but in certain cases it is also necessary to determine personal goals and targets that must be achieved by the members of the work teams. This is an important part of the management of work teams, and it refers to the distribution of work in the work teams. However, as we will see in the later parts of the paper, the management of work teams is more complex. It refers to several aspects, including the creation of a positive work environment, the prevention, mediation and management of conflicts, etc.

2. MATERIALS AND METHODS

For the purposes of this paper, the most modern sources of literature will be examined, which will be analyzed in a qualitative manner. In this paper, a qualitative analysis of the information will be made and a detailed analysis of several aspects of the management of work groups, such as the prevention of conflicts, the creation of a positive work environment, etc.

3. RESULTS

Work teams are a very complex part of human resource management. Their management is very complex since it is the behavior of managing a certain number of individuals who are part of specialized work teams and who perform complex tasks in companies. First of all, it is complex to make the selection of members of these teams and to select the right people for the work tasks they will perform. First of all, it is very important to consider the personal and professional characteristics of the members of the work teams. In this way, the right team members can be placed in the right places where they will be most efficient and effective. The goal is to achieve productivity that will allow companies to grow and develop constantly.

After the staffing process is done, the need to set up a hierarchy is clear, i.e. which positions are considered positions with more responsibilities, but also more rights. In this way, a structure will be set up where members will strive for advancement and will strive to achieve higher personal success. The need for employee motivation is high and team members can be motivated in several ways. The first way is by using the incentive of money, which can be applied here in the form of rewarding individual results through financial means. But there is another method, and that is the method of offering incentives, i.e. a method where for performing work tasks in a successful manner, certain personal benefits from the company would be achieved. These benefits can be promotions, but also certain praise and recognition by the company in order to encourage successful team members.

It is essential to note that team managers must have a certain level of independence in relation to other levels of the company. They must be able to personally evaluate the success of their team members, but also be able to reward independently. It is important to create a system where a positive atmosphere will be created in work teams, which will be represented by all team members and where it will be known exactly that positive behaviors will always be rewarded and negative ones will be sanctioned. Work team managers must show their human resources that they strive for their equality and that they do not strive to take sides in terms of the challenges faced by team members.

This also applies to the next aspect of work team management, which is the resolution of internal conflicts in teams. Work team managers have the task of preventing conflicts in work teams, but also to create conditions for their prevention. However, in all work organizations there are conflicts that appear in the form of disruptors of the activity of work teams. Work team managers must have the role of mediators and facilitators, and must not take sides. Their goal is to state the facts and try to calm the parties to the conflict, and in no case to try to take sides.

All these aspects of work team management relate to human resource management. This is so because work teams are a collection of human resources from the company who work in jobs in specialized teams in the companies.

4. DISCUSSION

We can discuss what we have learned from this paper, and the main thing is that work teams are part of human resources in companies. They represent structured human resources in such a way that they are placed in separate work teams based on their individual and professional characteristics.

5. CONCLUSION

We can conclude that work team management is part of human resource management. Team management is an important part of human resource management in modern companies, as most modern companies divide the work into multiple specialized departments. Through the formation of specialized teams, work is done in a more efficient and effective manner.

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