

ULOGA LIDERA U TIMU

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Rezime: Liderska uloga najvišeg rukovodstva predstavlja ključni faktor u ostvarivanju planiranog i očekivanog kvaliteta proizvoda i usluga, što neposredno utiče na zadovoljstvo korisnika, drugih zainteresovanih strana, kao i na postizanje održivog uspeha organizacije. Potrebno je da rukovodstvo bude u potpunosti posvećeno realizaciji strateških ciljeva organizacije, pri čemu lider ima presudnu ulogu u formiranju vizije i usmeravanju zaposlenih ka njenom ostvarenju. U ovom radu nastojali smo da ukažemo na značaj sveobuhvatnog sagledavanja faktora koji utiču na izgradnju uspešnog tima, uključujući motivaciju, komunikaciju, dinamiku grupa i pojedinaca, kao i ulogu moći unutar organizacione strukture. Integriranim pristupom ovim aspektima moguće je formirati stabilan i funkcionalan tim, sposoban da doprinese ostvarivanju organizacionih ciljeva. Timski rad, pored toga što podstiče motivaciju i profesionalno zadovoljstvo zaposlenih, doprinosi njihovoj većoj posvećenosti organizacionim ciljevima. Dosadašnja iskustva ukazuju na to da timski rad unapređuje međusobnu komunikaciju među zaposlenima, povećava organizacionu fleksibilnost i doprinosi razvoju profesionalnih veština pojedinaca.

Ključne reči: lider, tim, organizacija, motivacija, komunikacija, poslovni uspeh, kvalitet

THE ROLE OF A TEAM LEADER

Abstract: The leadership role of the top management is a key factor for achieving the planned and expected quality of products or services, and thus the satisfaction of users and other interested parties and achieving the sustainable success of the organization. The management of the organization should be fully committed to achieving the goals of the organization. A key role is played by a leader who creates a vision and directs employees towards the achievement of defined goals. Through this paper, we tried to explain how for the development of a successful team it is necessary to look at the influence of motivation, communication, groups and individuals, as well as power in the organization itself. If we monitor and consider all these aspects, we will be able to form a stable team that will lead us to success. The advantages of teamwork include an increase in employee motivation and satisfaction, as well as a greater commitment of employees to the organization's goals. The experience of teamwork shows that it improves the mutual communication of employees, strengthens business flexibility and improves the business skills of individuals.

Key words: leader, team, organization, motivation, communication, business success, quality

1. INTRODUCTION

Communication is one of the basic competencies of successful people and it includes the ability to send and receive information and convey and understand other people's thoughts, feelings and attitudes. People are aware that many of their problems in personal and professional relationships are the result of poor communication. When people share a common language, culture or religion, or have common business and other interests, they can easily communicate. A person's success in life depends on his ability to communicate. Nothing happens without communication, without the exchange of information. People judge us, both formally and informally, by our communication skills. The higher a person is in the organizational hierarchy, the more time they will spend in formal and informal communication. Many activities are completed successfully or unsuccessfully because of the quality of the communication process. Teams can facilitate business and enable faster flow of information leading to increased productivity. Team members' abilities are intensively and constantly developed. Leaders are creators of teams. It is the result of joint work, recognizing the importance of teamwork, working as a team and consciously discovering patterns of joint work that members perceive as stimulating and satisfying. The experience and practice of teamwork contribute to reducing hierarchical relationships in the organization, affirming the role and knowledge of the individual. The

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presence of synergy in team work means that the combined resources within the team give higher and better performance results compared to individual works and results. For a good understanding of the structure, it is necessary to analyze the roles of the leader in the team and the interpersonal relations or ranking system of the team members (1). Through this, we tried to explain how for the development of a successful team it is necessary to look at the influence of motivation, communication, groups and individuals, as well as power in the organization itself. If we monitor and consider all these aspects, we will be able to form a stable team that will lead us to success. The advantages of teamwork include an increase in employee motivation and satisfaction, as well as a greater commitment of employees to the organization's goals. The experience of teamwork shows that it improves the mutual communication of employees, strengthens business flexibility and improves the business skills of individuals.

2. TEAMS IN THE ORGANIZATION

A team is a form of formal organization of a common work or business process that connects certain goals and interests of members, common vision, mission and tasks. Lewis and Verma point out that a team is a group of people who work interdependently, who are engaged to achieve a common goal and achieve a high result as a team. Katzebach and Smith define a team as a group whose members possess complementary skills, are committed to a common purpose and performance goals for the achievement of which they develop a common approach and are jointly accountable. A team can be defined as a formal group whose members have complementary skills, who are committed to common work goals and tasks for which they are held accountable. The team and its performance are inextricably linked. Performance in teams depends on individual contributions and the product of collective work, i.e. the joint result of team members working in a group. When forming teams, the starting point is their goals and role in already existing formal organizational structures. The formation of teams should ensure the technical conditions for the functioning of the organization and its work processes and the satisfaction of the social and group needs of the team members. The experience and practice of teamwork contribute to the reduction of hierarchical relations in the company, the affirmation of the role, knowledge and expertise of individuals and their work, the creation of a positive organizational climate and a higher degree of humanization of relations between employees and managers (2). Teamwork is a process in which individual team members work together to achieve set and delegated goals and tasks. An organization in which teams and teamwork have been introduced can achieve a higher level of productivity and efficiency, greater and better results due to group synergy. Individuals in the team achieve personal benefits, goals and interests, satisfying part of their own needs through teamwork (3). The basic elements of the team are: goals, skills and abilities of members, access and common "working language" and responsibilities. Team goals must be set in advance, within the goals or plans of the broader organization in which the teams are formed. The tasks of individuals in the team must be known, clearly defined, connected and coordinated. A leader, team leader must have the ability to manage both individual and team tasks, as well as team relationships. Cross-training ensures improvement of team members' skills and performance and increases its flexibility. Changes or improvement of the work process or the introduction of new work methods in the team require constant training and training of team members. Complementary skills of individuals are nurtured and combined within the team. Team skills mainly relate to (4): area of the work process or performance of work, decision-making and problem-solving skills and techniques and interpersonal skills of individuals. Team members should possess a variety of functional knowledge and skills necessary to perform individual and group team tasks. The team as a whole must be able to identify problems in the work process it performs and alternative possibilities for solving them. In the process of teamwork, information should be available to all team members. The work goals of the team must always be functionally related to the overall goals of the organization or its part in which the team was formed. Evaluation of the results of teamwork should be accompanied by rewarding the team as a whole. Turning the general and global goals of the organization into specific and measurable goals of the team is the surest step so that the purpose of the team's existence and its specific goals become meaningful and binding for its individual members. Developing a common approach to the so-called common "working" language is a hallmark of every organizational team. By working together,

team members should develop a collective approach to performing tasks, and a way of working that will achieve the purpose of the team's existence. A common approach is developed in the process of teamwork in which individuals, team members invest time and individual efforts in order to build and maintain their team, and make its work effective. Each member of the team must make a maximum individual effort in the process of teamwork and make his "proportionate" contribution to the process, quality and results of teamwork. Otherwise, there is a discrepancy between individual and team engagement and achieved or expected results (5). Within the framework of the work process and the division of work in the team, the questions must be defined in advance: distribution of individual jobs and responsibilities, skills and techniques that will be applied in teamwork, coordination of work and decision-making in the team, how team members will be rewarded, controlling work and achieved results. Shared responsibility is an essential feature of any team. No organizational group exists and cannot survive as a team if collective responsibility for its work and results is not defined and realized. Members of any organizational group do not accept responsibility for the results of other group members, except for their own. Unlike groups, teams are directed to both individual and joint responsibility. Team responsibility is related to the degree of authority they possess and the strength of the accepted commitment that team members give to themselves and other team members. Team responsibility contains two important aspects of teams: engagement and trust. Individual responsibility for the fulfillment of team goals and tasks, each member of the team through personal involvement acquires the right to express his views, proposals and opinions on all aspects of team work, in all its phases. Individual behavior and a sense of belonging to a team expand trust between members and strengthen team cohesion as an organizational unit (5).

2.1. Types and classification of teams

There are different criteria for team classification. Based on the content of their work, purpose of establishment and work mission, teams can be: work teams and work improvement teams. Work teams deal with specific tasks within the work and business processes performed by the organization. Such teams work with the organization's existing components and resources, achieving their goals as part of the organization's broader goals. The main goal of work teams is the effective use of the organization's available resources to achieve results in the form of products or services, that is, the organization's profit. Work improvement teams perform specific tasks or solve problems related to quality, improvement of technology, development and business processes, increase in productivity, increase in sales, safety at work, etc. These teams are primarily oriented towards increasing the effectiveness of the work and business processes of organizations. The manager's task is to ensure that the solutions and results of these teams are implemented within the organization (6). If the time period is used as a classification criterion, the teams can be divided into: permanent and temporary. In every organization there are permanent and temporary teams. Permanent teams are related to the permanent performance of work, the process of the core activity and the technology of the work process. Their lifespan is related to the lifespan of the organization in which they exist and function. They deal with the implementation of production programs (or parts of programs) or services to consumers and clients, as well as long-term business issues. Temporary and casual teams are linked to specific projects and jobs (project teams) with a specific and fixed duration. They last for the duration of the project or the specific work they perform, and upon their completion or termination, they disband and disappear (7). According to the degree of autonomy, the teams are classified into: autonomous teams and semi-autonomous and teams with low autonomy. Autonomous teams can determine their own goals within the set goals of the wider organization, the organization and approach to work, as well as the way of performing and executing work. Depending on the degree of intervention of leaders and managers outside the team, the degree of autonomy of the team is also determined. If the degree of intervention of leaders and managers from the side is greater and more frequent, the degree of autonomy of the team is lower. Within this type of trim, the highest degree of autonomy has the so-called self-managing teams. These teams manage themselves according to assigned tasks and tasks, without intervention and control from the outside. Self-managing teams solve the problems of their teamwork by themselves and distribute the achieved results of the team. Self-managed teams usually

consist of a small number of employees (about ten). Within these teams, the selection of team members is determined and carried out. In the theory and practice of the organization, there is also a division into: functional teams and cross-functional teams. Functional teams are formed within a wider organizational unit. They represent a component and part of a functional organization. Functional teams are formed in various areas of the company's operations, and they are composed of employees and experts of various disciplines from different organizational parts of the company, as well as from outside the company. Cross-functional teams, or teams with multiple functions, consist of members who belong to different organizational parts and functions of the company, such as: marketing, finance, personnel, etc. They can be formed as temporary or permanent teams. These teams bring together people from different parts of the company (8). The so-called cross-functional teams were also created. process teams, which are established in organizations whose functioning and operations are based on processes. Process teams are responsible for carrying out a business or work process of an enterprise from its beginning to its completion.

3. FORMATION AND BUILDING OF TEAMS

Selection and formation of teams is a complex management activity. From the available personnel resources of the wider organization, a team of complementary personalities, diverse professions and divided roles is formed to perform certain tasks. The basic role of a leader in an organization is to form a team that will successfully complete the task. Any work group that needs to increase the performance and scope of its own work is a potential team. A potential team becomes a real team when it receives concrete tasks and powers. In the approach to team formation, it is necessary to define the area and content of its work, as well as the time period of its activity. The organization or entity that forms the team, the leader should know the criteria and standards for the performance or success of the team, the way and technology of its functioning in conditions of pressure from the organization or environment, expectations and criteria of results and efficiency (7). Planning means the initial activity of choosing an activity, and includes activities and the selection of people who will make up the team. Planning as a phase of the management process includes the following activities: Teamwork planning involves a large number of activities, the starting point of which is the formulation and development of the team's work program. Teams must have clearly set and defined goals. Future team members must know why they were chosen for the team and what tasks they need to accomplish. They must also know how their team will fit into the work process, structure and strategy of the company. Setting and defining team functions, expectations and limitations. If the team members are clearer about how they should function as a team, the activities and work of the team will start faster, and the initial conflicts will be reduced to a lesser extent. Clearly defined lines, roles, powers and responsibilities of leaders and team members. Team members should have defined powers and bear responsibility for the organization of their work or part of the work they perform. They must know the technical and other parameters of the jobs and tasks they will perform as a team. This phase of teamwork also includes a staff training program. Defining the team structure means its organizational structure, roles and interrelationships of team members. Team composition is a key factor in the success and effectiveness of teamwork. This phase involves a large number of procedures and necessary activities, among which are (9): Creation of a form on the characteristics of individuals and each function within the team. This description contains certain elements and characteristics of the personality: 1. previous professional experience and qualifications, 2. experience in teamwork, 3. required technical knowledge and level of expertise, 4. ability to communicate, 5. readiness to accept risks and responsibilities, 6. self-confidence. Election of the team leader, that is, the leader. It is desirable that the other members of the team participate in the selection of the leader. An effective team leader is an individual who possesses the following qualities: 1. encourages team members to engage collectively and perform, 2. has the ability to listen to others, 3. understands the business climate and working conditions of the team and the company, 4. is ready to accept expected risks, 5. can provide competent information, 6. accepts the dynamics and problems of teamwork, 7. likes to help others and 8. knows how to bring and maintain enthusiasm among colleagues (team members). Selection of team members. It is considered that the number of ten to twelve people is optimal for

teamwork. Individuals who have the necessary technical and professional abilities, knowledge, and certain personality traits are chosen as team members. It is desirable to choose people who will complement each other as personalities and through teamwork. Two types of interactions take place within teams: cooperation and competition. Through these interactions in teams, the spirit of community, loyalty, trust and competitiveness, but also clashes and conflicts develop (10). In this phase, team rules, procedures and procedures of work and behavior are set. At the beginning of the team's work, the role of the leader in the team is important, who should present the future work, roles and rules to the other members. The leader should present to the team members all the effects and benefits they will have by joining the team work. Establish a stimulating reward system for achieved results and individual effects. The team leader needs to know the individual abilities of the team members in order to see if and how they fit together in the joint work. Formal or informal meetings should be held regularly to maintain the spirit and enthusiasm of teamwork. Through practical procedures, enable team members who are ready and qualified to accept responsibility for teamwork. The gradual assumption of responsibility develops their positive personal attitude towards teamwork and its results. Team formation is a process that requires the leadership skills of the team leader and the understanding of the organization's management (11). If the team's problems are complex and exceed the team leader's ability to solve them, an internal or external consultant can be hired. Team building is especially important in an environment where there is multidisciplinary or international activities, which require the integration of many functional specialists and sub-groups, with different organizational values and cultures.

4. ADVANTAGE OF TEAMWORK PERFORMANCE

Contemporary organizing emphasizes the importance of the process approach and teams as the key performance of the future organization. The success of teamwork depends on a large number of factors within and outside the organization. The existence of teams in different organizations, as well as successful management, confirm their high level of performance and work effectiveness. The most important indicators of team success are: quality, compliance with deadlines and economy and rationality. To maintain a positive climate in the team, the results of teamwork and success should be made known and displayed in a visible place in the organization, so that individuals can immediately see how the results of their work and the work of their team are evaluated (12). Teams are practical flexible organizational forms and can, with minor or major changes, be introduced into any organization, whereby most employees can participate in teamwork. As advantages of teams, Lawler points out in his study: improvement of working methods and procedures, increase in employee flexibility, improving the quality of products and services, increasing performance, reduction of team support staff, reducing the need for superiors (supervision) and a more effective decision-making system. The advantages of teamwork include an increase in employee motivation and satisfaction, as well as a greater commitment of employees to the organization's goals. The experience of teamwork shows that it improves the mutual communication of employees, strengthens business flexibility and improves the business skills of individuals. The results and success of teams do not come automatically and it takes a lot of knowledge and effort in the organization to make teams perform effectively. They can achieve high performance, but their maintenance requires constant investment (9). Advantages of an effective leader who communicates successfully within the team: greater self-confidence - one of the main reasons for reticence when communicating is the fear of making peas, increased efficiency - understanding the basics of grammar and its use, as well as understanding the psychology of communication, will enable faster preparation of written materials. Improving communication skills ensures time savings later. Increase in effectiveness - by improving communication skills, the ability to get more of what one wants in life increases. The person will be able to communicate more clearly and convincingly, better professional and personal relationships - when a person has well-developed communication skills, others will understand him better and feel more comfortable, and he will understand others better, even when those people do not have well-developed communication skills.

6. CONCLUSION

Human resources have the knowledge necessary to perform work activities and develop the organization. They possess innovative abilities, intellectual, biological and physiological potentials that are a prerequisite for the development of the work process. Acquiring this resource and its work engagement is the key task of the leader in the organization. Human resource management is a part of organizational science that deals with the study of all aspects of employment in an organization. At the same time, human resource management is an important management function in the organization. Measuring employee satisfaction must always be accompanied by measuring employee motivation. They are the driving force and are expected to be professional, qualified, with clearly developed human attitudes and moral principles and to like working with people. It is necessary for them to have a high degree of empathy with all people in the organization, hierarchical superiors and subordinates, and to understand and accept the diversity of individuals in the team. If a company is lucky enough to employ a leader who is naturally charismatic, it is almost certain that it does not have to worry that he, with the help of public relations experts, will succeed in clearly presenting the vision, mission and goals to the employees (10). A leader who does not have good communication with his employees is doomed to failure sooner or later. As a rule, in companies, the human resources sector for each specific position analyzes whether the candidate meets the formal requirements, then tests him in accordance with established procedures that include checking knowledge in certain areas such as a foreign language or general culture, and an intelligence and personality analysis test is provided for almost all positions. The candidate who is believed to best suit the needs of the job is accepted, and it happens that the manager gets to know him when the selection is practically reduced to a choice (5). Almost no one ever analyzes the structure of the existing team in which the new employee should work and sees whether he will "fit in" with the existing team members. It is known that in practice the best results are achieved by people with different characteristics and visions, that is, whose diversity results in a common higher level of quality and perception of things, as well as solving set tasks. But even the best leader cannot create a team from a simple collection of individuals if the individuals are incompatible. If you ignore this fact, constant conflicts are possible that will not only weaken the entire team and reduce its efficiency, but can also lead to the situation where you lose a quality leader who was supposed to motivate people and keep them in the team in the long term. Therefore, the logical sequence would be to pay the greatest attention to the selection of the leader, and if you have successfully completed that selection, enable the leader to have the essential selection of team members in his hands, and to be technically assisted by appropriate professional services. In that case, he will be motivated to motivate his subordinates in the team in the best possible way, to take responsibility for their actions, not to spare publicly to praise them, and secretly to correct the mistakes they make himself, which is a characteristic of real leaders. A serious company builds its stability on the human factor. Although in our practice the rule of criticism is still applied, in the world the rule of praising colleagues is much more pronounced. The success of the whole team depends on the choice of the leader.

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