UNIVERSITY "Ss. CYRIL AND METHODIUS" in SKOPJE

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AND JURIDICAL RESEARCH

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FOREWORD

International Conference *Challenges of Contemporary Society* takes place in the year when the Institute for sociological, political and juridical research celebrates 50 years of existence. Over the years the Institute continuously encouraged and opened research questions and issues in the different fields of social sciences, and, as a result, large number of scientific and applied projects were conducted. Within this half century of existence around 500 applied and scientific research projects had been conducted and more than 200 different publications were published. As a result of this continuous work the Institute has been involved in the management, promotion and development of socio-economic conditions in the Republic of Macedonia.

The Conference *Challenges of Contemporary Society* was in this spirit of anticipating societal changes and challenges. The aim of this Conference was to provide a forum for an interdisciplinary discussion for contemporary social issues.

The agenda of the Conference covers a wide range of very interesting issues related to the modern society and challenges from important social phenomena such as:

- Challenges for democracy and democratization;
- New media, new communication, new identities;
- Social challenges for contemporary society;
- Management, business and workforce issues in the 21st Century.

Contributions from the fields of sociology, political science, communication science, law, management, psychology, and also contributions regarding methodological issues related to how to study these phenomena, made this Conference significant and inspiring.

In this edition of the Annual of the ISPJR are several works of authors whose papers were successfully presented at this International Conference in the Section: Management, business and workforce issues in the 21st Century.

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PROFESSIONAL PROFILE OF A SUCCESSFUL INTERNATIONAL MANAGER

Abstract

Managers in many European companies have been criticized for the lack of knowledge and the lack of appropriate skills which are necessary for working globally: the ability of global thinking, understanding the mentality of managers from other countries, management experience outside the home country and the ability to speak at least two foreign languages. For this purpose modern MNC apply modern practices in the operation of the CDM sector which implies a permanent care for professional development and career opportunities for employees, with special emphasis on the management team for successfully dealing with national differences and successful appearance on the international market. A very common practice in the international business is retraining or shift of employees. Practice shows that training should be tailored to the needs of the national culture, and they should be transferred in a language understood by the staff who visited the training.

The research is aimed to find a model that will be adopted by MNCs operating on European soil, for a profile of international managers who are supposed to successfully implement the set of organizing goals.

Keywords: international business, international management, professional development, training and career

INTRODUCTION

The program of the European Union in 1992 underlines the need to develop global managers. According to a study done in eleven European companies conducted by the international consulting chamber, concludes that many European managers of that period do not meet modern standards for a global manager (Dowling and Welch, 2004). These are the European standards for an ideal manager according to the study:

1. Possession of higher education
2. Experience outside the home
3. Good knowledge of economics
4. Ability to generalize
5. Mandatory understanding of English and French

The study showed that many managers from Germany, France and Italy had no work experience outside their countries, and managers from Germany and UK lacked knowledge of French language, lack of team work etc.

Professional development of managers is recently placed in correlation with industry. The level of mutual communication and cooperation contribute to significantly better results for both sides. University professors are aiming to accelerate the professional development of managers in the organization. For this purpose in modern organizations:

1. University professors have to learn many details of the organization and share their advice about: their products, services, culture, needs, etc;

2. Plans intended for development of the managers must be consistent with organizational objectives, and university professors must be familiar with these tasks, objectives and policies of the organization. For this purpose it is necessary to make sincere cooperation between both sides: university professors and managers in the organization;

3. In order to maintain the dynamics of the educational programs, university professors need to conduct necessary training inside the organization and to constantly implement new ways of management in order to transfer knowledge and skills from the classroom to the workplace;

4. Before they start training, teachers should do an interview with the managers who need training, and those interviews are best conducted in the manager’s working place in order the teachers to understand the real environment and increase mutual trust;

5. For the analysis of organizational and individual needs it is necessary to use a combination of teaching methods. These may include: presentation skills training, individual and procedural advice. Development needs to be a source of methods for performance;

6. Training programs and development must be based on the basis of pre-selected and verified purposes.

The nature of leadership in the organization is considered in several aspects. A group of writers known as “the school of the big man” describes managers through extensive explanation of their behavior and habits. But that description does not give a specific description of the formula for success of those people.

Another group of authors, most economists, are focused on the entrepreneurial characteristics of the managers. Their main business is the increase of profit, assuming the risk, innovation, creativity etc. (Gerhart and Rynes, 2003)

A third group of authors put the emphasis on the process of decision making, especially those kinds of decisions that can be easily programmed. (Daft, 2007)

Quite another group of authors is aiming to achieve leadership by placing emphasis on the specific arrangements and styles of leadership.

Mintzberg H.’s (Mintzberg, 2004) views are based on the business activities of the managers. Analyzing five managers, he gave his explanation of the term manager. According to his claims, manager’s work characterizes: diversity, discontinuity and orientation towards action. He also claims that managers are characterized by verbal communication and dealing with numerous activities that connect the organization and its environment.

The new conditions for the activity of the organization on domestic and international ground, requires a type of heads-managers who are successfully able and know how to cope with new conditions of cultural, political, economic, social, technical, technological and other factors affecting the operation of an organization. Traditional managers are faced with the problem of type: type of education, type of behavior and limited knowledge of all these elements that do not satisfies needs of modern corporations. For this purpose, the staff needs to follow modern trends with the help of personal and organizational policymaking for professional development and career.

The organization should make a choice of managing staff that will pursue the necessary training and professional development so that the personnel in the future are of great importance when making important decisions in the organization. (Harris, 2008)

The choice of the managing staff can be done in several phases:

1. Determine the desired properties of managers, which are determined by experience, survey methodological tables, networks, etc;

2. Determination of the standard tasks for managers of an organization;

3. Analysis of the organizational strategy and the rate of development of the organization;

4. Selection of management potential for further education or occupation of the vacancy.

If there is a failure to make the right selection of managers that are adequate for acceptance and implementation of work outside their home country, in this case will come to a significant failure in the field of their activity. The practice shows that the failure of managers who are sent to multilateralism abroad and come from multinational corporations based in the United States are looking at:

1. The non-adjustment of the spouse to the new environment;
2. Inability to adapt to the new environment manager;
3. Family problems;
4. Emotional maturity and psychological condition Manager;
5. Inability to deal with emerging problems and challenges of the new environment.

As for failures in noticeable Japanese managers sent to work in foreign affiliates as a reason for their failures occur:

1. Inability to deal with emerging problems and challenges of the new environment;
2. Problems in the new environment;
3. Emotional and personal problems;
4. Lack of technical training;
5. Non-adjustment of the spouse to the new environment.

To avoid all these restrictions that lead to unsuccessful implementation of work responsibilities of managers in the branches, it is necessary to conduct a rigorous selection of candidates.

The potential for successful operations outside the home can determined thorough an analysis of the candidate in terms of its: orientation to themselves, orientation towards others, the ability of perception and cultural responsibility.

Orientation itself is a picture of how the candidate emphasizes self-confidence, self-esteem and how psychic strong he is to bear the stress and responsibilities in the new environment.

The orientation towards the others, gives a picture of the managers ability to communicate in the new environment and the level of knowledge of foreign languages, including the advantage of knowing the language of the locals.

The ability for perception and cultural responsibility reflected in the ability of the candidate to understand the locals, understand their culture, religion, customs and habits.

IDENTIFICATION OF MANAGERIAL POTENTIALS

Once established positions of the staff working in the organization, it is necessary to determine whether candidates have the Properties and potentials that are looking for a particular managerial position in the organization. For this purpose apply different instruments or methods of selection which complement each other. To determine whether the person has potential for working position - manager, it needs to identify the height that person possesses in himself known as managerial talent in his character. By means of applying various tools and methods you can realize that goal. It is measurable with the help of psychological instruments, situation tests, questionnaires, interviews and so on. These instruments are complementary. Any method itself is not sufficient for identification of management potential in a person. How you apply multiple methods to the extent forecast is safer.

Psychological tests that are applied on the candidate need to be crafted and reviewed by professional - psychologist. The psychological tests should be: general character, verbal, numerical, specialized tests, tests of mathematical ability, perception of space and the like. These tests are used particularly if you insist to determine the candidate's willingness, to accept a manager position and to poses as much desire to achieve results.

Questionnaires about the person and his field of interest are less reliable instruments apart from psychological, especially if prepared by persons whose specialty is psychology. But they are quite as practice applied in contemporary societies and are applicable in the first stage, for early identification of potential features of future managers in the organization.

Projective techniques are instruments whose use can carry only professional persons. The techniques of structured partial images, that are individually placed in front of the respondents aims to see the best way they can be structured. This technique is important because in combination with other techniques have proved quite useful.

Outlines of creative figures reflect the future manager. The practice shows that managers are characterized by a great deal of creativity. Creative people are characterized by: curiosity, unconventionality, intelligence, love asymmetry, flexibility, quick embrace change, are aware of their qualities, hardworking, pressing, mentally and physically healthy.

The biography is a much simpler method of selecting a potential manager in the organization. They can be used by all employees of the organization who are educated about it, not just psychologists who were used psychological tests and questionnaires. Through biography accepts the view that a person's past can be used to identify future managers in the organization.

The assessment by peers is different from their own (self) personal characteristic, it is especially pronounced when it comes to management staff. This particular method should be used when management potential requires its own ranks. There is likely to be biased approach, revenge and the like, but it is necessary to make efforts to overcome subjectivism.

Interview done by professionally trained people for that activity or at least person which possess previous experience. In most situations, the interview goes in combination with other tools and methods for selecting candidates. The interview can be unstructured and structured but like the most reliably shown structured interview. It involves conducting interviews with pre-prepared questions that will partially cover the areas that are important to carry to a conclusion as to the person possesses the potential for management positions in the organization.

The recommendations are the source of data for the candidate. If routine, friendly, always positive, should be taken into account because it does not provide the expected information about the person. As is better shown with the content in the recommendations provided, so that the person who wrote the recommendation, however is put into operation for the decision responsibility for honesty in describing the character of the candidate.

Rating for success at work make the candidates already employed in the organization. Through tabular recording it is provided an assessment of twelve individual data on the candidate and then calculated average assessment. Toe data on: work discipline, investment in work, initiative, professionalism, developed skills necessary to work in that position, work habits, cooperation with others, responsibility towards work, contribution to the organization and management, the opportunity for further professional development and advancement, the ability to work in different positions and the ability to lead groups.

Tests of the situation aim not to show the candidate's knowledge of the theoretical knowledge of the issue, but to demonstrate the ability of the candidate he knows how to properly act in certain situations to how the theory can be applied in practice, how much it holds practice from managing organizations in whole or in certain sectors and its like.

In practice, the organization, there are two types of managerial staff: people who thrive since its employment in the organization and can be promoted or transferred and managers can employ outside the organization.

Promoting quality in internal computer system in the organization can easily identify qualified candidates, and one could make a comprehensive plan for implementation of the final organizational goals and plan for human resources. This system can greatly assist in meeting the needs of administration, new jobs, development needs and career planning of the staff in the organization.

As foreign promotion may include several sources such as employment agencies or professional associations, educational institutions, references to persons who are inside the organization and certainly return of persons without specific recommendations that are interested in the organization. The organization may use different methods for finding and selecting qualified managers.

RESEARCH METHODOLOGY

The research was conducted over a period of 6 months. Surveyed were 100 international managers (expatriate) globally.

The research was conducted through the following stages:

- I - selecting successful international managers globally
- II - conducting survey
- III - data analysis

DESCRIPTION OF THE RESEARCH SAMPLE

Mother tongue of 100 respondents: languages from ex YU countries, French, Spanish, Italian, Ukrainian, Czech, Finnish, Portuguese, Albanian, Bulgarian, Polish, Danish, German, Arabic, Turkish, Hungarian, Russian, Slovak, English, Hindi, Bengali, Urdu, Tamil ...

Respondents were born: Ex YU countries, almost all the countries of Europe, USA, Canada, Argentina, Mexico, South Africa, Armenia, Russia, Israel, India, Senegal, Pakistan, Tunisia, Singapore.

Respondents with experience all over the globe.

International managers with immediate placement in:

- Europe (almost all countries), America (USA, Canada, Brazil, Mexico), Africa (South African Republic, Senegal, Gabon), Asia (Kyrgyzstan, Saudi Arabia, India, Thailand, Taiwan, Pakistan, Israel, Tunisia, Kuwait, Singapore, UAE, Philippines, Indonesia, Oman, Mongolia, Qatar, Libya, Sudan, Hong Kong, Tajikistan), Australia.

In these countries they lived an average of 1-5 years.

Managers throughout its operations using English is mandatory in their international communications and business, and none of the managers is lacking English

Besides English, managers know at least one foreign language at their workplace; typically it comes to the language of the host country.

RESULTS

After the analyzes, the results confirmed the hypothesis that

H1: "Caring for developing global leadership skills (management responsibilities different from those used in the domestic market) among international managers have a positive effect on the strategic approach of the international market."

Table 1. *Global leadership and effective global strategy*

Model Summary

Model	R	R Square	Adjusted	Ways of emotional processing
1	,806	,649	,554	,69925

Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regresion	19,933	6	3,322	6,794	,000
	Residual	10,757	22	,489		
	Total	30,690	28			

Previous analyzes have confirmed the following hypothesis

H2: "Empowering multinational and international teams ready to perform critical organizational projects and solving problems of activities outside the home have a positive effect on the strategic approach of the international market."

Table 2. *Professional organizational teams and global strategy*

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of The Estimate
1	,745	,555	,434	,60323

Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regresion	9,995	6	1,666	4,578	,004
	Residual	8,005	22	,364		
	Total	18,000	28			

Also according to the analyzes, the hypothesis was confirm:

H2:"The factor of job satisfaction, the international field has a positive effect on the strategic approach of the international market."

Table 3. *Job satisfaction and global strategy*

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of The Estimate
1	,745	,551	,428	,98158

Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regresion	25,976	6	4,329	4,493	,004
	Residual	21,197	22	,963		
	Total	47,172	28			

CONCLUSION

PERFORMANCE OF SUCCESSFUL INTERNATIONAL MANAGERS

- According to the research managers of MNCs globally have the following performance:
- Very easily detects and connects global market trends, technological innovation with the business strategy of the organization.
- Easy to implement and adapt new HRM practices with local practices.

- Praised and rewarded by the organization for the successful execution of an international assignment.
- Feels successful of the current international manager.
- Possesses prior management experience.
- In the course of its work must be proficient in English and at least one foreign language.

Dedication of work at management positions outside the home

- Managers give their best for the success of the company.
- The successful completion of the task always agrees to stay overtime to work.
- The successful completion of the task always agrees to remain working during the weekend.
- They would not accept a similar job for a higher salary.

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MODEL OF THE OPERATIONS MANAGER FOR THE 21st CENTURY

Abstract

In this paper, the results of many years of research in Macedonia are given for creating a model of operations manager in the organization with manufacturing and service activities. This research confirmed the common and specific competencies of operations managers in the country that are the basis for forming national standards for operation managers.

This paper contains various models of competence of the three dominant approaches in the United States, Britain, France, Germany and Austria. The paper includes knowledge, skills and competencies with in a holistic competence typology, adapted to the conditions in our country.

The theoretical goal of the research consists in the formulation of the set of competencies and testing of operational processes and functions.

The research methodology is: checking procedures for measuring an determining their validity, verification of used research techniques and measuring instruments as well as developing them with new components and elements for examining the impact of competencies on the success of operations managers.

The practical goal of the research is reflected in the applicability of the proposed model of the daily work of the operations managers.

If you take into consideration that this type of research is not so far conducted in the territory of the Republic Macedonia, the benefits and value of research are multiple.

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Key words: model, operations manager, operations management, Human Resource Management.

INTRODUCTION

Competences of operations manager are a combination of personality, knowledge, skills and abilities. There are following indicators: ability for analyzing, organizing ability, ability to plan, to inspire others, ambition to realize, knowledgeable with economy, understanding society, ability to teach others, ability to gather and perform information, ability to solve problems and make decisions, ability to influence others. Unsatisfactory results in more organizations in the world, among other things, are due to inadequate management of human resources in terms of competencies and behaviors necessary for the efficient operation and effective implementation of organizational strategy. The main disadvantage of organizations in our region is the lack of a functioning system for operations management. The subject of the research is to define the impact of competence as an important factor for the successful execution of professional and operational functions in the relevant operational areas in manufacturing and service organizations.

Multi-dimensional holistic approach of competence is becoming more widespread and offers the opportunity to better align education and those based on work and taking advantage of synergies between formal education and experiential learning to develop professional competence.

COMPETENCES

Hamel and Prahalad (1994) defined the core competence as “collective learning in the organization, especially how to coordinate different production skills and integrate multiple streams of technologies” (Prahalad and Hamel, 1990: 82). From the perspective of resource competence of human resources can be unique or rare, difficult for competitors to imitate and are indispensable for their invaluable role in the concept of added value. (Cappelli and Crocker-Hefter, 1996; Ellestrom, 1992; Foss and Knudsen, 1996).

The basis of core competence approach, which recognizes “the complex interactions of people, skills and technologies, promote efficient operation and considers the importance of learning and addiction and the path of their evolution.” (Scarborough, 1998: 229).Describing competence as “vague concept” Boone and Van Der Klink still recognized as “useful term, bridging the gap between education and the needs of the work” (2002: 6).

Tacit competence, not just the professionals (Eraut, 2000), but also the so-called “unskilled” workers (Kusterer, 1978), may have a decisive influence on the success of the enterprise (Flanagan et al., 1993). In view of the terminological and conceptual confusion about the competencies, there have been set off three dominant approaches which began relatively independently, first in US and then in the UK and more recently in France and Germany. These approaches are contrasted before proposing a comprehensive holistic typology of competence.

OPERATIONS MANAGERS

The operations managers are responsible for managing employees with operational functions within which the transformation of resources. (Nigel Slack, Stuart Chambers, Robert Johnson, 2004).Operation managers in different organizations can be found under different names, depending on the activity of the organization (manager of fleet distribution company, administrative manager at the hospital or store manager at the supermarket). All managers need all kinds of skills, but the total sum is different in hierarchical levels of management. (R. Steward, 1987: 385).

In large companies, where there are numerous business sectors, the role of operation manager is very important for the functioning of the entire system. The sectors are numerous and can have no mutual relationship, but are important for the system. There is no company in the world that could successfully function without this man. With increasing competition and globalization trends, the dynamics of the operation of companies is getting more and more intense. Therefore the intensity of the work of the CEO - CEO (Chief Executive Officer), dramatically increases and requires great dedication and time. Since it expected its time passes more and more out of the company, while it should be someone who will take responsibility for monitoring and controlling its operations on a daily basis. Therefore the role of Chief Operating Officer - COO becomes necessary and essential for the proper functioning of companies, especially larger ones.

Some of Macedonian businessmen that formed after private companies began the process of transition, often tend to fall into a trap when the growth of the firm exceeds their managerial and human capacity and then have a problem to delegate responsible tasks to someone else, believing that no one would could do the job as they would have done. Even if they decide to appoint an operations manager, always see it be a person who previously worked in the company and which have enormous trust.

RESEARCH METHODOLOGY

Research problem

In the literature, researchers in the field of operations management increasingly suggest building the position of operations manager at the level of professionalism. The ability to meet the challenges posed between the top management and line management lies in building a model of competence operations manager that eventually creating national standards. In fact, organizations are faced with a problem which is defined as an inadequate approach to operations management, expressed through a lack of competent designated operations managers, which leads to unprofessional performance of operational functions in the respective operational areas.

Subject of research

The subject of this research is to define common and specific competencies of operations managers in Macedonia, i.e. the impact of competencies as an important factor for successful and professional performance of operational functions in the respective operational areas.

Hypotheses

General hypothesis

Operations managers in the country jointly and specific competencies required for successful and professional performance in the workplace.

Special hypothesis

H-1. Operations managers jointly competencies needed to perform tasks, work activities in the context of work.

H-2. Before operations managers are required level requirements (knowledge, education, skills, abilities and work style) to meet to successfully perform their job.

H-3.The special competencies of operations managers are specific to each type of activity.

H-4. The level of assessment of the competencies required for the implementation of tasks and activities and meeting the requirements will be determined individually for all managers (top, operations and line).

H-5. The competences and fulfilling the requirements of management between deterministic samples by gender is not expected to determine statistically significant differences.

H-6. The competences and fulfilling the requirements of management between deterministic samples seniority expected to determine statistically significant differences.

H-7. In competencies required to execute the work tasks and activities among managers in the three levels of management are expected to determine differences.

H-8. In fulfillment of the requirements between managers in the three levels of management are expected to determine differences.

H-9. The impact and the relationship between the competencies required to execute the tasks and activities in fulfilling the requirements of all three levels of management in the survey expect differences.

Methodological approach and research design

According to type, this research is empirical research. Empirical data will be used in the research will be of primary sources. Primary empirical data will be obtained from questionnaires distributed to respondents (top, operational and line managers) and checklist of the work of operations managers their jobs.

Determination in the sample to include organizations of production and services is to include more activities, first, because of the possibility to extract some general observations regarding the subject of research at the national level and, secondly, through a comparative analysis to see differences (specific competencies)

The division of organizations by sector of activity classification was made according to the State Statistical Office. It covers various types of manufacturing and service organizations.

An additional criterion for selection of the organizations is done according to the number of employee's indicator (> 30).

The design of the research and creation of tools is based on:

- previous empirical surveys and tools already developed by the most important researchers of the theory of competencies for managers in England and Wales. (Mansfield and Mitchell, 1996). National vocational qualifications, created in this framework are based on professional standards of competence, grounded in functional analysis of occupations in different contexts. Management standards were developed and tested with over 3,000 managers across a range of sectors (Frank, 1991). Professional standards identify key roles, which are then parsed into a number of units of competency. These are further divided into more elements of competence for each element of competence has performance criteria they define the basis of assessment, ranging indicators provided guidance. Professional standards are firmly rooted in the reality of work (Mansfield, 1993); employers play a leading role in their validation, as well as trade unions in union sectors. However, participation by employers in the formal professional qualification system is far from universal, partly because of the perception of a lack of relevance to the specific needs of the employer and partly due to the bureaucracy associated with assessment procedures. The assessment of competence includes accreditation of the competence of individuals from the actual performance of the job, which is designed to ensure the continued relevance of the work situation (Miller, 1991), although there is evidence that assessment fails to realize many of the results of informal learning.

- observations, experiences, observations and findings of the author on the specifics of the researched variables in the Macedonian context (national and organizational culture, economic conditions, economic trends, market conditions, social conditions).

The collection of data from the researched organizations began distributing the questionnaire to the top management, operational management and line management which may include questions that will serve as control variables in the survey:

- organization size (measured by number of regularly employed full-time);
- years of existence of the organization (operated as the date of establishment) and
- ownership structure: public company (state-owned) or private company (foreign investor shareholding company - JSC private - LLC).

This questionnaire will include line managers (supervisors, controllers, supervisors) who are directly responsible and competent to respond to their superiors (operations managers) and are potential neutralizers of the possible occurrence of socially desirable responses / answers biased by top management.

By completing the checklist, operation managers conduct the assessment of their special competence in different sectors.

Analysis and interpretation of research results

All data were processed using SPSS statistical program which numerical indicators is the best way corresponds to what the methodology is defined as an indicator of a phenomenon.

In order to realize our research aims to evaluate the joint and specific competencies of operations managers in the country, 224 respondents were surveyed, 40 top managers, 104 operations managers line 80 supervisors who are directly responsible and competent to respond to their superiors (operations managers) and are potential neutralizers possible occurrence of socially desirable responses / answers biased by top management.

Table 1. *Gender of respondents*

		Frequency	Valid Percent
Valid	male	156	69,6
	femalei	68	30,4
	Total	224	100,0
Missing	System	2	
Total		226	

Table 2 *Age of respondents*

		Frequency	Valid Percent
Valid	20-30	11	
	31-40	70	31,3
	41-50	104	46,4
	51-60	34	15,2
	61-70	5	2,2
	Total	224	100,0
Missing	System	2	
Total		226	

Table 3 *Vocational preparation of respondents*

		Frequency	Valid Percent
Valid	secondary	58	25,9
	faculty	159	71,0
	m-r	5	2,2
	d-r	2	,9
	Total	224	100,0
Missing	System	2	
Total		226	

Table 4. *Work experience in the organization*

		Frequency	Valid Percent
Valid	0-5	24	10,7
	6-10	68	30,4
	11-15	47	21,0
	16-20	44	19,6
	more 20	41	18,3
	Total	224	100,0
Missing	System	2	
Total		226	

From the above parameters of the survey form following profile of an operations manager in RM:

- Male- in production activities
- Female – in accounting, finance, hospitality, education (services)
- Age: 41-50 years
- Work Experience: 11-15 years
- Work experience as an operating manager: 6- 10 years
- Education: University degree, 26% SSS (21 of 80 respondents)
- Competences: common and special
- Requirements: knowledge, skills, abilities and work style.
- Operations managers are encountered in most organization with over 30 employees.

From the table 5 we may note that the values obtained in the first part of it tell us about the equality of variance of Leven's test. According to him, because the significance is greater than 0,05 (Sig. = 0,228) are considered indicators of the first row of the table (Equal variances assumed). T-test of independent samples which compares between the demands of operations managers (b. Skills) observed significant differences between SUP sample of respondents with experience of 1 to 10 years with soup sample work experience of 11 and more years significance of the values obtained t = 3,327 and Sig. = 0.001. Median differences between the two groups are .145. The limit ranges from 95% probability range from .058 lower (Lower) do .231 upper (Upper) borders.

Table 5. *Requirements, skills, among SUP samples with experience of operations managers*

Independent Samples Test									
	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference: Lower	95% Confidence Interval of the Difference: Upper
Equal variances assumed	1.470	0.228	3.327	102.000	0.001	0.145	0.043	0.058	0.231
Equal variances not assumed			3.314	98.755	0.001	0.145	0.044	0.058	0.231

Table 6. *Arithmetic differences in levels of management*

COMPETENCES	N	Subset for alpha = 0.05		
		1	2	3
1.TOP	40	3,63		
3. LINE	80		3,79	
2. OPERATIONS MANAGERS	104			3,92

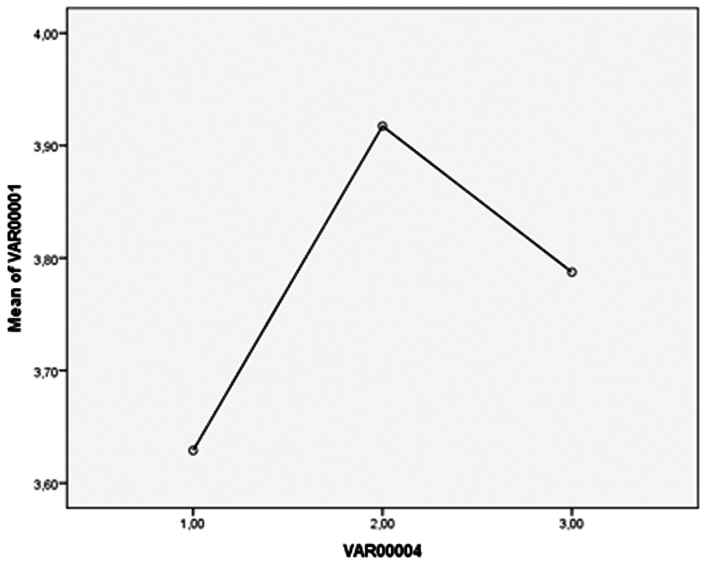


Table 7. *Relationship between competencies and requirements for operations managers*

Operations mangers	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
knowledge	0.055	0.081	0.116	0.680	0.501
Skills	0.021	0.079	0.046	0.266	0.792
abilities	-0.056	0.060	-0.158	-0.931	0.358
work style.	0.004	0.097	0.008	0.046	0.963
R	R Square	Adjusted R Square	Std. Error of the Estimate		Sig.
0.198	0.039	-0.068	0.096		0.830

Table 8. *Defining correlations (Pierson's ratio) of the competences between operations with top managers and line managers*

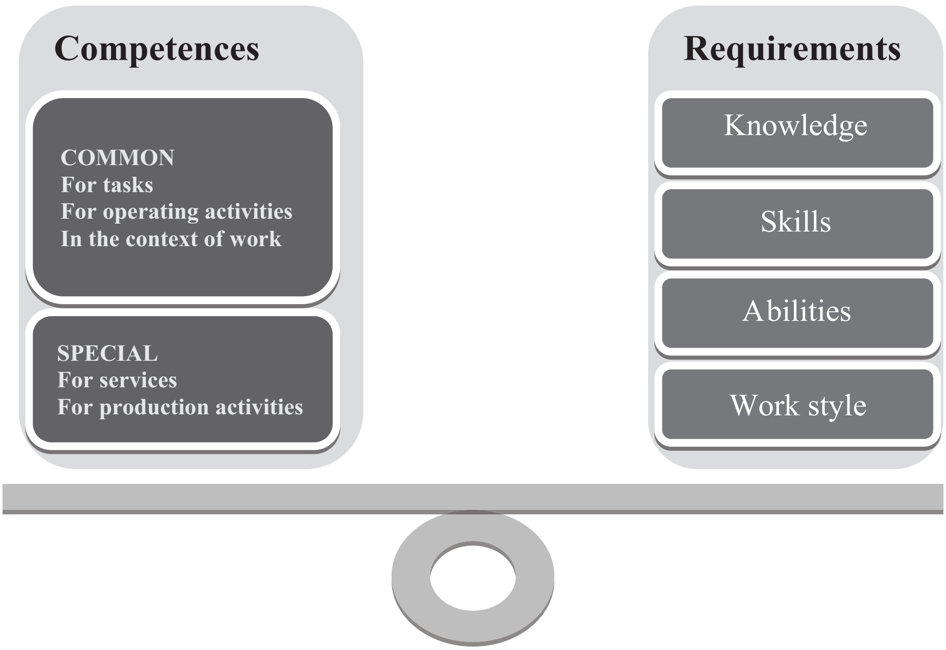
Correlations			Operations managers			Top managers			Line managers		
			VAR01	VAR02	VAR03	VAR01	VAR02	VAR03	VAR01	VAR02	VAR03
Operations managers competences	VAR01	Pearson Correlation	1	0.021	-0.157	0.273	-0.010	-0.433	0.013	0.066	-0.239
		Sig. (2-tailed)		0.833	0.112	0.088	0.953	0.005	0.908	0.559	0.033
		N		104	104	40	40	40	80	80	80
	VAR02	Pearson Correlation		1	-0.117	-0.224	-0.094	-0.140	0.226	0.203	-0.147
		Sig. (2-tailed)			0.238	0.165	0.562	0.390	0.044	0.071	0.192
		N			104	40	40	40	80	80	80
	VAR03	Pearson Correlation			1	0.158	0.336	0.273	-0.008	0.080	0.414
		Sig. (2-tailed)				0.329	0.034	0.089	0.947	0.483	0.000
		N				40	40	40	80	80	80
Top managers competences	VAR01	Pearson Correlation				1	0.591	0.081	0.090	0.368	0.405
		Sig. (2-tailed)					0.000	0.619	0.580	0.019	0.010
		N					40	40	40	40	40
	VAR02	Pearson Correlation					1	0.342	0.079	0.303	0.439
		Sig. (2-tailed)						0.031	0.630	0.057	0.005
		N						40	40	40	40
	VAR03	Pearson Correlation						1	-0.098	0.015	0.286
		Sig. (2-tailed)							0.548	0.928	0.074
		N							40	40	40

Line managerscompetences	VAR01	Pearson Correlation						1	0.122	0.003
		Sig. (2-tailed)							0.280	0.976
		N							80	80
	VAR02	Pearson Correlation							1	0.208
		Sig. (2-tailed)								0.064
		N								80
	VAR03	Pearson Correlation								1
		Sig. (2-tailed)								
		N								

Model of competence of operations managers in Macedonia

This research defines a model of competence (common and special competences) operations managers in the country which is a basis for the establishment of national standards for operations managers.

Figure 1. *Model of operations managers*



CONCLUDING RECOMMENDATIONS

This research offers some basic practical recommendations:

- the top management to indicate the importance of operations management and the implications on the performance of organizations;
- to build professionalism in the organization of operational-level management:
- to invest in operations managers because that which will result in high return on invested capital;

This research defines the model of competence (common and special competences) operations managers in the country which is a basis for the establishment of national standards for operations managers in Macedonia;

This study provides impetus for new research that would set the models competencies for top managers and line managers in the country.

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PROFESSIONAL STRESS IN SOCIAL WORKERS AND PSYCHOLOGISTS EMPLOYED IN THE FIELD OF SOCIAL CARE AND HEALTH

Abstract

Professional stress of persons working in helping professions (social workers, psychologists) is insufficiently researched in our country, which reduces the possibility of taking measures to prevent occupational "burn out". On the other hand, the significant socio-economic and political changes in the country have led to an increase in the number of people who face social risks, which inevitably increased the workload of persons from helping professions. In order to establish the situation with professional stress in these occupations in a time span of ten years were carried out two identical surveys. Two instruments were used: list of general data and Scale for measuring professional stress (Weissman, 1996). The obtained data showed an increase in the number of professionals (social workers and psychologists) with high level of professional stress, risk of "burn out" as a result of the increased volume of work engagement. The results of this study could be used in planning future research but also as a basis for planning and preparing programs for rehabilitation and prevention of occupational stress in individuals working in helping professions.

Keywords: professional stress, burn out, helping professions, social risk

INTRODUCTION

Stress is a term for the condition of the body in which people experience a threat to their own integrity. Professional stress is a specific type of stress which undermines the health and reduces performance results.

A significant number of studies are dealing with the issue of stress in certain professions: pilots, miners, firemen, surgeons, teachers and others. There are a small number of studies that deal with the issue of stress among helping professions like social workers and psychologists. Their work is also highly stressful because of working with people with deep traumas caused by social or health reasons. There is insufficient knowledge about these problems and reduction of the possibility of preventing problems from professional stress among representatives of these professions and as well as implementation of the program which will reduce professional stress. Because of these reasons, it is justified to contribute to the expansion of the knowledge about professional stress among these two groups.

In this line, ten years ago, the research on professional stress among social workers and psychologists in the area of social protection and health was conducted. The results showed existence of a high level of professional stress among respondents from both groups but significantly higher levels of occupational stress was found among social workers in both areas.

The period of 10 years during which the country experienced substantial socio-economic changes, crises and security problems, the decline in standard and increased poverty, led to an increase in the number of people under social risk with health problems. Bearing this in mind, the survey aimed to examine whether these changes led to an increase the number of professionals with a high level of professional stress, risk of burn out, was conducted (Trajkov, 2004).

The objective of this research is to check: Is social-economic problems, the drastic decline in living standards, growing poverty, the emergence of state security problems, and other crises that increased the number of people at social risk and people with health problems have led to an increase in the number professionals (social workers and psychologists) with a high level of professional stress, risk of burn out is the subject of this research.

THEORETICAL BACKGROUND

There are several definitions of professional stress. According to one "professional stress is a physical and emotional response that occurs when the job requirements exceed the capabilities, resources or needs of the worker." (US National Institute of Occupational Safety and Health, 1999). Professional burn out is a syndrome of physical, emotional and mental exhaustion and negative attitudes toward work, in response to the personality of chronic stress. Research on stress among professional social workers in the world suggest that stress is consistently present among the members of this profession (Jones, 2001), that the social worker profession is one of the most stressful professions (Travers and Cooper, 1993; Kahn, 1993), the stress of working in this profession is rapidly expanding (Coffey, Dugdill and Tattersall, 2004).

Professional stress, or in the literature known as "burnout" is a complex phenomenon, which is defined as a syndrome of physical, emotional and mental exhaustion and negative attitudes toward work, as the response of the personality to chronic stress.

In the early eighties of the last century professional stress and professional burn out became current terms in describing the psychological condition of the employees in human resources especially in helping services for individuals, families and communities at risk. Empirical evidence consistently indicates that the occurrence of stress characteristic especially for helping professions such as: doctors, counselors in social protection services, social workers, psychologists, counselors and therapists in mental health centers. Those professions are particularly vulnerable to the accumulation of professional stress and later occurrence of burn out syndrome.

The work of social workers is undoubtedly one of more stressful job between helping professions. The target groups of social care users are: clients, families, groups in crises, e.g. those whose personalities and social environment has already been characterized by varying degrees of risk. Daily interaction with clients / patients, time pressure, reduced resources, extended working hours and reduced income from work after a certain time, individual predisposition, can lead to numerous stressful reactions and professional burn out.

In the former republics of Yugoslavia interest in stress research increased during the period of military conflicts (Zuzul and Raboteg-Saric, 1992), (Ljubotina, D. O., 1996; Ajduković, Ajdukovic and Ljubotina, 1997).

One of the research on stress and burning out among social workers employed at the Center for Social Work in Zagreb (Friscic, 2007) showed that 11.5% of social workers showed a high degree of stress syndrome or burn out; 45.2% of social workers showed initial signs of burn out as an indicator of permanent exposure to stress, while 43.3% of social workers showed no presence of burn out among them isolated signs of stress were present (p.24).

The mentioned research identified seven factors of stress at work among social workers:

1. The feeling of exposure and uncertainty in the workplace;
2. Insecurity in their own competences;
3. The limits of working place in terms of progression;
4. Organization of work;
5. Physical conditions of work;
6. The limited cooperation between the institutions;
7. Unspecific reasons.

One of the frequent and severe consequences of professional stress, which is the basis for the emergence of all previously listed consequences is “burnout” phenomenon.

The Panic’s research (2011) in which one of the research problem was determining the differences in burnout for employees of the Ministry of Interior, professional firefighters and social workers. It was detected that the responses of the social workers on the questionnaire which measure the intensity of burnout shown higher score (M = 27.2) compared to the M of employees in Ministry of Interior (M = 25.5) and professional firefighters (M = 23.7).

Corcoran (1989) examined the relationship between empathy and burnout among social workers and found out that empathy is related with burnout syndrome when there is lack of emotional distance.

In our country this problem does have enough attention neither by the researchers, which is why research into these problems here are rare. Especially it is case with research on professional stress among helping professionals: social workers and psychologists employed in the areas of social protection and health. Study entitled as: “Professional stress in helping professions - consequences thereof” was conducted in 2005 with main goal to determine the intensity of stress at the workplace and the emergence of professional burnout among different professions: social workers, psychologists, special education teachers and teachers employed in the Center for Social Work, the Centre for Mental Health and Psychiatric Hospital Skopje - Skopje. Analysis of the results showed: a high level of professional stress in 70% of the respondents and the initial phase of burnout in about 30%. These results confirmed the assumption that professional helpers are group at high risk of occupational stress and hereby the need for mental health programs for helping professional are absolutely important (Trajkov, 2005: 487).

PROBLEM AND OBJECTIVE OF THE RESEARCH

Problem of the research is whether there are differences in the level of professional stress and burnout among social workers and psychologists employed in social care and health ten years ago and the social workers and psychologists employed in the same areas today, in which group of professionals and in which aspect there are differences.

Concretization of the problem emerged following questions:

- Are there significant differences in the level of professional stress among respondents[1] from the first sample and the second sample of respondents from different profession (social workers and psychologists) employed in the same area?
- Are there significant differences in the level of professional stress among respondents from the first sample and the second sample from the same profession employed in different fields and respondents from different profession employed in the same area?
- Are there significant differences between respondents from the first sample and the second sample of respondents in the number of professionals with burnout syndrome?

Objective: Determining the differences in the level of professional stress and the occurrence of combustion among respondents from the first and second sample[2] (social workers and psychologists) employed in the areas social protection and health.

Indicators

Key indicators to assess the professional stress and burnout:

- scores on the test which measure the intensity of stress at the workplace;
- length of employment of respondents who works with persons under the social and / or health risk;
- number of professionals who attended programs for the prevention of mental health and stress management;
- number of professionals who need education to help prevent stress and professional burnout.

Assumptions

In this research the following assumptions will be challenged:

1 Hereinafter to denote the first survey respondents we will use the term "respondents from the first sample," and for the present study respondents we will use the term "respondents from the second sample"

2 With term " respondents from the first sample" results of respondents from the previous survey were marked , and with "respondents from the second sample " results of respondents from this survey were marked.

- As the consequence of increased socio-economic problems in the past ten years and increased number of people with social and health problems (clients / patients), the increased workload will lead to the emergence of professional stress and burnout syndrome among greater number of professionals from the second sample in both groups and will lead to significant differences in the level of professional stress among respondents from the first and second sample.
- Emergence of significant differences in the level of professional stress among respondents of different profession (social workers and psychologists) from the first sample and the second sample employed in the same area.
- Emergence of significant differences in the level of professional stress among respondents from the same profession in the first and second sample employed in a different area;
- Emergence of significant differences among the participants from the first sample and the second sample in the number of professionals with the syndrome of burnout.

Method

This survey is a repetition of a survey conducted ten years ago [3]. Therefore, we use the same methodology and sample which according the number, profession and areas of work is the same with the previous survey.

Respondents

The survey used a stratified sample consisted of 60 respondents selected according to the following criteria:

- Profession: Social worker and psychologist
- Region: Social Protection and Health
- institution in which it operates: Center for Social Work in Skopje and Centers for Social work in 3 cities; institutions for social protection; Mental health centers; Mental health services - Skopje; Psychiatric hospitals in Skopje, Demir Hisar and Negorci;
- Work of experience in the institution: over 5 years

According to these criteria two groups of respondents were selected:

The first group of 30 participants is social care staff from Centers for social work and social protection institutions.

3 Трајков И (2004) Професионален стрес кај социјални работници и психолози вработени во областа на социјална заштита и здравство (Professional stress at social workers and psychologists employee in social care and health) Магистерски труд, Филзофски факултет, Скопје. (Master's thesis, Faculty of Philosophy, Skopje)

According to the criteria - profession- sample of respondents from social protection consisted up of 20 social workers and 10 psychologists.

The second group consists of 30 subjects in the field of health employees: mental health centers and psychiatric hospitals;

According to the criteria - a profession -sample of respondents from second group had 20 social workers and 10 psychologists.

The total sample had 60 respondents: 40 social workers and 20 psychologists.

According to the criterion "work experience in the institution" sample had 12 respondents with working experience from 5 to 10 years; 48 participants with working experience in the institution longer than 10 years. 17 Psychologists (7 from Health area and 10 from social protection area).

The number of respondents from two professions is different because the number of psychologists employed in these two areas is less than the number of social workers.

Research tools and techniques

• List of general information.

This questionnaire was constructed for the research in the first survey and was used in the same research now. It intended to collect data for the general characteristics of the sample. It contains 15 questions.

• SPS - Scale for measuring professional stress (Weissman, 1996)

This test measures the intensity of stress at workplace and the risk of professional burnout. The test contains 15 items. Responses was gain on five-grade scale (strongly agree; agree; neutral; disagree; totally disagree). The maximum score is 60. Scores were grouped into 4 categories.

Statistical Methods

Input data is done with SPSS. Statistical analysis was based on: Descriptive analysis: Mean - M of the groups; ANOVA analysis of variance (ANOVA), statistically significant differences between arithmetic means in different groups.

Results

Survey of professional stress and burnout syndrome among social workers and psychologists were examined through verification of the assumptions set and for research of occurrence we used the results of the scale for measurement of professional stress (Weissman)

The results of the respondents obtained in this test will show:

- Are there differences in the number of respondents with professional stress and symptoms of burnout among the participants of the first and second sample?
- Are there differences in the number of respondents with professional stress and the risk of burnout (level 3). between professionals of the same profession in the first and second sample employed in a different field?
- Are there differences in the number of respondents with professional stress and symptoms of burnout (level4) between professionals of the same profession employed in a different area?

Table 1. *Level of professional stress and burnout syndrome among respondents from the first and second test in both professional groups in both areas*

Area / profession	Level of professional stress –first group									
	1		2		3		4		Sum	
	No	%	No	%	No	%	No	%	No	%
Social workers in social care			9	22.50	9	22.50	2	5.00	20	50,0
Social workers in health			9	22.50	10	25.00	1	2.50	20	50,0
Total: Social Workers			18	45,00	19	47.50	3	7.50	40	100
Psychologists in social protection			6	30.00	4	20.00	0		10	50.0
Psychologists in Health			7	35,00	3	15,00	0		10	50,0
Total: psychologists			13	65.00	7	35.00	0		20	100
A total of two groups			31	51.67	26	43.33	3	5,00	60	100

Area / profession	Level of professional stress –second group									
	1		2		3		4		Sum	
	No	%	No	%	No	%	No	%	No	%
Social workers in social care			6	15,00	11	27,50	3	7,50	20	50.00
Social workers in health			5	12,5	12	30,00	3	7.50	20	50.00
Total: Social Workers			11	27,50	23	57,50	6	15,00	40	100,00
Psychologists in social protection			5	25,00	4	20.00	1	5,00	10	50,0
Psychologists in Health			4	20,00	6	30,00	0		100	
Total: psychologists			9	45,00	10	50,00	1	5,00	20	100
A total of two groups			20	33,33	33	55,00	7	11,66	60	100

Analysis of the results in Table 1 show:

- In category - level 1 in both samples there is no respondents;
- Among 31 respondents (51.67%) from the first sample and among 20 respondents (33.33%) of the second sample professional stress level 2 was diagnosed, i.e., risk of burnout (urgent appeal for prevention of burnout);
- 26 respondents (43.33%) from the first sample and 33 respondents (55.00%) of the second sample were diagnosed with professional stress level 3, i.e., the initial phase of professional burnout;
- 3 respondents (5%) of the first sample and 7 respondents (11.66%) of the second sample was diagnosed with professional stress level 4, i.e. burnout.

Most respondents with professional stress and initial burnout in the second sample (33) according to (26) in the first sample, leads to the question whether the difference between these two examples is important?

Table 2. *Significance of differences in the number of respondents with professional stress and beginning of burnout between the first and second sample (Level 3)*

Occupation	Level III	M	σ	t	P
I sample: Social workers / psychologists	26	43,33	1,62	-29,660	p<0,05
II sample: Social workers / psychologists	33	55,00	2,12		

The data in Table 2 show: there is significant difference in the level of professional stress and beginning of burnout among respondents between the first and second sample. Respondents from the second sample have a higher level of professional stress. Difference is significant at 0.05 level.

Table 3. *Significance of differences in the number of respondents with professional burnout respondents between the first and second sample (level 4)*

Occupation	Level III	M	σ	t	P
I sample: Social workers / psychologists	3	5,00	2,32	-5,797	P<0,01
II sample: Social workers / psychologists	7	11,66	1,24		

The data shown in Table 3 present: There is a significant difference in the number of respondents in the fourth level of professional stress - professional burnout among respondents from the first and second sample. Burnout syndrome is significantly more common among respondents of the second sample. Difference level is 0.05.

The results of both tables have confirmed the basic assumption and demonstrated that in the last ten years number of professionals with professional stress and burn out has increased among members of these two helping professions - employed in the areas social protection and health.

CONCLUSION

Many researchers the susceptibility on stress and burnout syndrome of professionals working helping professions are emphasizing as especially stressful the work of the social workers. Among them (Jones, 2001; Travers and Cooper, 1993; Kahn, 1993; Frishchikj, 2007) are claiming that the profession social worker is one of the most stressful professions. Our knowledge that occupational stress of social workers is continually increasing, is confirmed with the results of the research.

The risk of working with clients with social, psychological and health connected problems leads to development of high level of occupational stress in social workers and psychologists. From the conducted research is demonstrated that social workers are facing higher level of occupational stress in comparison to the psychologists.

Basic factors for increased stress risks and occupational stress at these professionals are: risk of working with individuals, groups and families under risk (social, psychological and health) need and problems; specifics of the profession; personal characteristics and long term exposure on risk.

The reasons for differences in the risk and the level of professional stress between psychologists and social workers are:

- Specific needs of the professions, the type of the services and the way of providing the service
- How professionals are dealing with their personal problems;
- Training for prevention.

The results of this research can be used for planning of future researches and as base for stress prevention. Higher result of this research is that can be suggested recommendations for decreasing the risks of occupational stress.

- Sensitization for the existence of serious problem and decreasing the efficiency of the professionals

- Development of long term preventive-educational program
- Ongoing training through supervision for helping and supporting the professionals
- Developing of self help skills
- Using relaxation techniques

Implementation of these recommendations and strategies, especially in the part of continued education and supervision of professional psychologists and social workers working in the areas of health and social protection, are basic elements for prevention.

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CUSTOMS ETHICAL ISSUES: THE CASE OF THE REPUBLIC OF MACEDONIA

Abstract

Customs Administrations throughout the world perform a number of vitally important tasks on behalf of their respective Governments. Fulfilling those tasks Customs officials face a range of ethical issues regarding professional integrity. Integrity can be defined as a positive set of attitudes which foster honest and ethical behavior and work practices. It involves developing and maintaining a positive set of attitudes and values which give effect to an organization's aims, objectives, and the spirit of its integrity strategy. It is, therefore, a prerequisite for the proper functioning of a Customs Administration. Customs Administrations play a key role in trade facilitation, revenue collection, community protection and national security. The lack of integrity and presence of corruption can severely limit Customs capacity to effectively accomplish its mission. It can distort trade and investment opportunities, undermine public trust in government administration and ultimately jeopardize the well being of all citizens.

The subject of the study is the presence of ethical issues regarding professional integrity in Customs Administration. The goals of the study are to detect and analyze the current situation and identify solutions which fit the culture, needs, resources and operating environment of the country. The results of the study provide an introduction to the nature of the corruption problem in customs and describe some important considerations to take into account when framing an effective anti-corruption strategy for customs.

Key words: customs, Customs Administration, ethical issues, integrity, corruption.

INTRODUCTION

Broadly speaking, integrity can be defined as a positive set of attitudes which foster honest and ethical behavior and work practices.

The special position of the Customs authorities within the international trade supply chain, requires a high degree of professional integrity on the part of Customs officials.

To assist Customs authorities to deal with ethical issues regarding integrity, the World Customs Organization (WCO) has produced a number of helpful tools for use by its members. In addition, WCO has spent a considerable amount of time promoting the concept of integrity within Customs. These efforts resulted in the adoption by WCO members of what is now known as revised Arusha Declaration on Integrity in Customs. The Declaration commits Customs Administrations to maintain a high standard of integrity throughout their management and operational spheres by the introduction of national integrity programs.

Integrity in customs also play its part from a trade facilitation perspective. A Customs Administration suffering from a lack of integrity will normally be less effective and certainly inefficient resulting in little or no trade facilitation due to mismanagement, bad governance and flourishing corruption. It thus remains imperative or all stakeholders in the international trade environment to fully support all efforts to introduce a culture of integrity throughout the goods supply chain.

CUSTOMS ETHICAL ISSUES: THE CASE OF THE REPUBLIC OF MACEDONIA

In many developing countries, high levels of corruption drastically reduce the effectiveness of key public sector agencies. Customs Administrations are no exception and are frequently cited as among the most corrupt of all government agencies. Given the vitally important role customs plays in revenue collection, trade facilitation, national security, and the protection of society, the presence of corruption in customs can severely limit a nation's economic and social prospects and national development ambitions.

Over the past few years, Macedonian customs has seen significant progress, particularly with the introduction of the integrated border management and a separate functional central system of video surveillance at the border crossings and customs checkpoints, which operates continuously. In addition, new bylaws were adopted that lay down the standards for conduct of customs officials in different circumstances and a mobile system of internal control was also introduced.

But still there are some figures that indicate that the customs remains a high risk area in terms of corruption (European Commission 2011).

Forms of corruption

The customs services operating at entry and exit points from and into the Republic of Macedonia which control the passengers, their luggage and various goods transferred through the boundaries of the Republic of Macedonia have been identified as high-risk points in terms of vulnerability to corruption. Although it is indisputable that most of the customs operations are covered with prescribed procedures, problems still tend to appear during the practical implementation of the procedures. This is especially the case when it comes to allowing entry to the country of heavy vehicles with a load exceeding the statutory maximum, or products with short shelf-life or delicate products that can lose weight during transport.

Cross-frontier goods flows are of three types: imports, exports and transits. All have to comply with customs requirements. Private operators prepare a legal document called the *customs declaration* in which they customarily give consignment details, including the nature of the goods, their quantity, their origin, their value and their destination. They may also be required to produce a number of documents such as invoices and origin certificates to support this information. The declaration is the key document in customs release and clearance as it establishes a legal relationship between the operator and the customs. The following text concentrates on customs processing of imports, as this is more comprehensive and complex than for export or transit.

There is an impression of inconsistency in terms of implementation of the existing procedures which in itself raises doubts that certain actions are taken by the customs officials to obtain personal gains. There has been a long-standing perception of existence of corruption among the customs officials.

The practices observed in the Republic of Macedonia show that each step of the customs clearance procedure can present an opportunity for a corrupt act. While all such acts involve the use of public office for private gains they vary in nature. They may be of three forms (OECD Development Centre 2001):

- *Routine corruption*: private operators pay bribes to obtain a normal or hastened completion of customs operations.

Observing Macedonian customs (Customs Administration of the Republic of Macedonia 2014) identified some examples of practices that fall under the category of routine corruption. For instance, the initiation or completion of actions by officials will be delayed until a favor is given or promised. Officers use different "techniques" to create these delays: the files of those who have given bribes are attended first; officers turn out being absent or elsewhere when the requested action is much needed; the hearing of seizure cases is prolonged; etc. Another situation of routine corruption is when officers create or threaten to create excessive difficulties in the customs clearance process. Those will conduct examinations in excessive detail, ask for documents difficult to produce, threaten to stop the operations or to send the merchandise for further controls, etc. Situations in which officers threaten to submit exaggerated assessments or audit findings coupled with recommendation for punitive measures to extort certain sums have also been observed.

- *Fraudulent corruption*: operators try to pay less tax than due or no tax at all, by not accomplishing properly the customs clearance process. They pay bribes to buy customs officers' blind eye or their active co-operation.

Observing Macedonian Customs (Customs Administration of the Republic of Macedonia 2014) exposed a number of typical smuggling techniques. The most frequent technique is misdeclaration: importers provide erroneous information on their customs declaration regarding the nature of the merchandise, its quantity, its origin or its value. Operators also try to obtain abusively concessionary or exemptions notifications. As these are much lighter than for commercial operators, smugglers abuse customs procedures for passengers to pass in important quantities of merchandise. Goods are taken out of warehouses without the due accomplishment of customs procedures. Goods meant for transit are dropped in the country, etc.

- *Criminal corruption*: operators pay bribes to permit a totally illegal, lucrative operation (drug trafficking, weapon trafficking, etc.).

Corruption also accompanies other illegal activities, such as money laundering, drug trafficking, weapon trafficking etc.

Problems and risk factors for occurrence of corruption

The key problems observed in the operation of the customs, which is seen to be vulnerable to various forms are related to:

Consistent compliance with the prescribed procedures and determing the rules for action in specific circumstances such as in cases of passive bribery, collecting relevant evidence of corrupt conduct, self-assessment of high-risk processes.

The Customs Administration of the Republic of Macedonia has made significant strides in setting the standard operating procedures for the customs offices in all segments under its authority. However, the absence of effective, systemic controls over the strict application of the standardized procedures by the customs officers creates space for corruption.

The lack of firm guarantees for consistent implementation of the operating procedures creates legal and factual uncertainty among the citizens and the customs employees alike. This problem is particularly evident in the cases of disregard of the turnaround time for certain customs procedures, thus creating space for arbitrary decision making. This in itself brings suspicion of existence of corruption, nepotism or any other conflict of interest situation for the purpose of generating illegal personal benefits.

Lack of assessment of the risk of corruption in the Customs Administration in all its activities and work processes.

There is no effective system of assessment of the corruption risk points in the operating system of the customs authorities. Such assessments are likely to significantly narrow down the corruption space and allow for introduction of mechanisms for oversight and control for effective prevention, but also detecting of the cases of corruption.

In this respect, institutional and individual integrity must be systematically created, upgraded and monitored as part and parcel of the necessary professional and technical capacities of the customs service. It is therefore essential for the Customs Administration to continuously improve its capacities for monitoring and control over the operation of the customs officers and make the system of integrity effective.

Insufficiently developed system of communication and cooperation with the public.

The degree of negative public perception of the customs services is partly a result of the lack of communication with the public, which has to be urgently addressed through various forms of direct and objective information-sharing with the citizens and establishment of effective cooperation with the civil society organizations.

Measures and activities to prevent corruption

Attempts to deal with corruption in the past have often been frustrated by well-intentioned but totally ineffective calls for the adoption of industrial countries' standards of administrative honesty, effectiveness, and efficiency. To effectively tackle the problem of corruption in customs, a comprehensive and sustainable approach that addresses the underlying causes and consequences is required. There are no quick fix solutions. Rather, a pragmatic and situation-specific approach is necessary-one that draws on the lessons learned from previous efforts around the world and that takes into account the fundamental issues of motive and opportunity.

Landmark documents, including the Arusha Declaration drafted by the WCO, the IMF Integrity Paper and the conclusions of the Working Group on Customs Ethics in Central and Eastern European countries, have convergent views on needed measures to prevent corruption. These institutions recommend the following changes in customs administration:

Organization of Customs Operations:

- define targets and standards of service quality;
- segregate functions strategically and build checks and balances;
- frame customs procedures so as to reduce to a minimum the inappropriate exercise of discretion;
- computerize customs operations;
- minimize the requirements of information and documentation from traders.

Staff Rules:

- develop a code of conduct and explain its implications to customs officers;
- define corruption and related offences in legal texts and in the customs internal rules;
- set corresponding sanctions at a reasonably dissuasive level (including in internal disciplinary measures the possibility of dismissal).

Internal Culture:

- promote customs service standards and ideals;
- Develop an "esprit de corps", based on a sense of loyalty and pride in the customs service. Information Production and Investigation:
- give line-managers the prime responsibility for identifying weaknesses in working methods and in the integrity of the staff;
- set up internal audit mechanisms;
- conduct regular external audits;
- set up an internal affairs unit with the specific task of investigating all cases of suspected malpractice, in complement to internal audit;
- allocate examinations of customs officers randomly;
- take measures to allow feedback from private operators;
- follow the employees' assets, by organizing disclosure.

Human Resource Management:

- adopt an objective recruitment process, immune from interference, based on knowledge and standards of personal ethics;
- adopt an objective promotion process, immune from interference, merit-based and jeopardized by inappropriate behavior;
- relocate regularly the staff;
- provide professional training to customs officers throughout their careers, including on ethics and integrity issues.

- provide a remuneration sufficient to afford a decent standard of living, including, in certain circumstances social benefits such as the health care and housing facilities.
- set up incentive payments.

Relations with Customs Brokers and the Business Community:

- facilitate access of private operators to information on regulations and procedures;
- organize liaison committees with the business community;
- make appealing against customs decisions, with, in the final instance, recourse to independent adjudication, possible.

In addition, all three study papers link the reduction of corruption with broader policy measures, at the national level. Import tariffs should be reduced where possible and the number of rates limited. Administrative regulation of trade should be reduced to an absolute minimum and exemptions to the standard rules should be as few as possible. Additionally, the customs administration should enjoy sufficient autonomy and should notably be insulated from the interference of politicians, whose influence should be limited to definition of the customs mandate. It is important to outline these elements of remedial action, answering to a diagnosis of organizational defects and those characteristics of the broader environment that are conducive to widespread corruption, but much additional information and guidance is required to set up a full-fledged strategy.

The Arusha Declaration and the IMF Paper identify several essential conditions for successful reform. Both stress the importance of "a firm commitment at the highest political and administrative levels" (Arusha Declaration) or in the terms of the IMF Paper "a clear and unequivocal commitment from the Government". The IMF paper goes further and points out three supplementary conditions: an atmosphere where importers and exporters will come forward and discuss the decisions that are being made and the existence of an independent judiciary and a free press.

Analysis of the Macedonian customs operating environment complements these assertions. In the light of the identified problems and risk factors of corruption there are several activities and measures (State Commission of Prevention of Corruption 2011) to be taken:

1. Strengthening the capacities of the internal control and creating a system of regular and extraordinary controls over the work of the customs officers in order to ensure that the standard operating procedures are consistently respected and implemented;

Improving the capacities of the internal control unit, together with the measures to strengthen the individual integrity, are the main drivers for consistent compliance with the standard procedures and the established deadlines. Therefore, it is necessary to strengthen the controls at border crossings and customs checkpoints; implement continuous training for effective implementation of the Code of Conduct for the Customs Officials and undertake all the legal measures to detect and punish the cases of corruption.

2. Implementing a system for corruption risk assessment in the customs services, with measures to strengthen the individual and institutional integrity;

Customs Administration should assess the risk of corruption in all aspects of the customs operations, with measures to strengthen the individual and institutional integrity. That will contribute to preventing the possible forms of corruption, while helping to improve the organization of work and the utilization of the existing resources.

3. Introducing a more efficient system for communication with the public.

The introduction of a more efficient system of communication with the public will allow for the institutions to open for the citizens and publicize all the necessary documents for all customs services. In this manner, conditions will be created for more efficient service delivery to the citizens, improved cooperation in identifying the bottlenecks in the work of the customs services as a source of corruption, as well as more active cooperation by the citizens in recognizing and preventing corrupt behavior.

CONCLUSION

Customs plays a central role in every international trade transaction and is often the first window through which the world views a country. The implications of corruption in customs on a nation's capacity to benefit from the expansion of the global economy are obvious.

Analysis of the Macedonian customs throws up three key conclusions.

The first is the need to recognize the main forms of corruption. They are:

- routine corruption, in which private operators pay bribes to obtain a normal or hastened completion of customs operations;
- fraudulent corruption, in which the trader or agent seeks "blind eye" or active, collusive customs treatment in order to reduce fiscal obligations or enlarge external earnings;
- criminal corruption, in which criminal operators pay bribes to permit a totally illegal, lucrative operation (drug trafficking)

The second highlights the need to identify those points in the customs process that afford special opportunities for customs to seek irregular payments and for traders and agents to offer them.

Customs legislation should be clear and precise. Import tariffs should be moderated where possible. The number of duty rates should be limited. Administrative regulation of trade should be reduced to the absolute minimum and there should be as few exemptions to the standard rules as possible. Customs procedures should be simple and consistent. Automation is a powerful tool against corruption, and its utilization should have priority. This is of utmost importance in the international trade environment today and the benefits of a proper system far outweigh the cost of development and installation.

Finally, the analyses of the Macedonian customs underlined several activities and measures to prevent corruption:

- Strengthening the capacities of the internal control and creating a system of regular and extraordinary controls over the work of the customs officers in order to ensure that the standard operating procedures are consistently respected and implemented;
- Implementing a system for corruption risk assessment in the customs services, with measures to strengthen the individual and institutional integrity;
- Introducing a more efficient system for communication with the public.

These Study should draw intergovernmental and global business attention to this crucial economic, political and social problem of customs corruption. The government need to perceive and correct customs malpractices which diverge from primary political aims to encourage inward investment, reduce the cost of imported goods and enhance export performance. They should be encouraged to take a critical look at the ways in which customs corruption can undermine and frustrate economic development.

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OPPORTUNITIES FOR DEVELOPMENT OF WOMEN ENTREPRENEURSHIP IN THE REPUBLIC OF MACEDONIA

Abstract

No doubt that women entrepreneurship is as an important source of economic growth that can create new jobs for the entrepreneurs themselves and others. Additionally, involvement of women into the business also provides society with different solutions to management, organization and business problems. Unfortunately, in the Republic of Macedonia they still represent a minority of all entrepreneurs.

Some traditional societal attitudes and norms in Macedonia, such as gender-based barriers to starting and growing their businesses, discriminatory property, matrimonial and inheritance laws and/or cultural practices; lack of access to formal finance mechanisms; limited mobility and access to information and networks, inhibit many Macedonian women

from even considering starting a business.
This paper is about women entrepreneurship in Macedonia, challenges and opportunities for its development, as well as problems that Macedonian women entrepreneurs are facing. Integral part of this paper is the analysis of the role that government as well as various developmental organizations should have in order to promote women entrepreneurs through various schemes, incentives and promotional measures.
The paper methodology will be largely based on the classical methods of desk-based research of the available literature and data.

Key words: women entrepreneurship, economic growth, government promotion, information economy, SMEs development.

INTRODUCTION

Women entrepreneurship nowadays is recognized as an important source of economic growth worldwide. In general, entrepreneurship is seen as one of the most important solutions to unemployment, poverty and low economic growth, and in this frame, women entrepreneurship is considered its key segment and should therefore be straighten and supported by all stakeholders, at all levels - national, regional and/or global.

Women's entrepreneurship creates jobs, but also engages various opportunities for management and organization of work processes. Thus, it can give a strong contribution to the welfare of families and communities and reduce poverty, as well as to contribute to the achievement of the Millennium Development Goals. Having this facts in mind, it is obvious that the issue of women entrepreneurship is not purely gender issue, but primarily economic.

Yet, the official numbers reveals another reality. Namely, women entrepreneurs are accounting for about one third of total number of entrepreneurs in the world and thereby are a minority. Reasons for this are numerous gender barriers to start up and/or to develop a business. Among most common barriers are listed various property discriminations, laws on marriage and inheritance and other cultural practices, lack of access to financial mechanisms, limited mobility and limited access to information and networks, etc. Therefore, governments around the world, as well as all developmental organizations through various schemes, initiatives and promotional measures, must actively promote women entrepreneurship.

Women in the Republic of Macedonia are also a minority in the total number of entrepreneurs. Namely, in the total number of employers, the share of Macedonian women is roughly ¼, they represent 40% of the unemployed, and in the total active population in the Republic of Macedonia, 64% are women (State Statistical Office of Republic of Macedonia, Skopje, June 2015). These figures indicate that if promote and activate women in business, tremendous opportunities for acceleration of growth, employment and prosperity in the country can be open. Under these circumstances, it is not exaggerated to say that in order to achieve strong economic growth and high standards, Republic of Macedonia literary needs, women's entrepreneurial revolution.

In order to achieve the above mentioned goal, to the Government of Republic of Macedonia are available countless opportunities, theoretical guidance and good practices that should be translated into policies and measures. So far in this area, despite the ambitious governmental support of entrepreneurship, self-employment and improvement of the macroeconomic environment for business, we must point out that undertaken measures to support Macedonian women entrepreneurship are quite modest. In addition, we would like to add that the country, as a candidate for full-fledged membership in the European Union, has serious liability regarding the issue of women entrepreneurship.

Within the above elaborated context, this paper pretends to help achieve the goal of developing Macedonian women entrepreneurship. The intention is to analyse current situation through the available data on women entrepreneurship, as well as to elaborate the problems that hinder its development and to indicate the set of measures and steps to be taken by all stakeholders and thus contribute to the development of Macedonian society and help the country to become a prestigious place to live.

COMPARATIVE FACTS ABOUT THE REPUBLIC OF MACEDONIA AND WOMEN ENTREPRENEURSHIP

It is widely accepted that women entrepreneurs make significant contributions to the economy. In many developed economies, women are starting businesses at a faster rate than men and are making significant contributions to job creation and economic growth. In the United States, for example, women-owned firms are growing at more than double the rate of all other firms (23 percent and 9 percent respectively) and have done so for nearly three decades. They contribute nearly $3 trillion to the U.S. economy and are directly responsible for 23 million jobs. New data projections also suggest that future job growth in the United States will be created primarily by women-owned small businesses. It is interesting to mention that 24 percent of family businesses are led by female CEO or president, and 31.3 percent of family businesses indicate that the next heir is female. In almost 60 percent of all family businesses, women are in the top management team (Business Insider, 2014). In Canada, women own 47 percent of small enterprises and accounted for 70 percent of new business start-ups in 2004. Women's significant contribution in these developed economies exemplifies what many developing countries can aim to achieve by increasing opportunities for women entrepreneurs.

On world level, with about 8 to 10 million formal women-owned SMEs in emerging markets, as is illustrated in Table 1, (representing 31 to 38 percent of all SMEs in emerging markets), the average growth rate of women's enterprises is significantly lower than the average growth rate for SMEs run by men(International Finance Corporation, 2011).

Table 1. *Number of formal SMEs with 1+ woman owners, in million, in 2013*

East Asia	4.8–5.9
Central Asia and Eastern Europe	1.2–1.4
Latin America	1.2–1.4
Sub-Saharan Africa	0.8–1.0
Middle East and North Africa	0.3
South Asia	0.2
Total	8.4–10.3

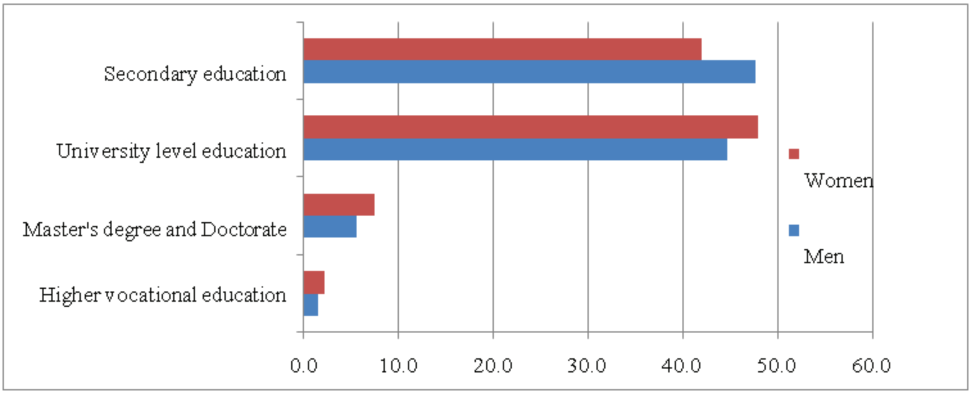
Source: McKinsey-IFC SME database; Enterprise Survey; IlO, Human Development Report, 2014; team analysis

In 2012, women made up only 31% of self-employed European citizens, and only 10% of working women are self-employed (Library of the European Parliament, 2013).Entrepreneurship appears to be a rather male occupation, with women believed to be more risk-averse. Moreover, women are seen to be motivated more often by necessity than by opportunity. When women do start businesses, they often do so in less innovative sectors. Monitoring of female entrepreneurship is challenging given a lack of data. However, whilst their companies perform equally, it is often believed that sales in women's companies grow less than in thosethan of their male counterparts.

Having on mind that Republic of Macedonia hasn't tradition for the entrepreneurship, in the last years; Macedonian government has undertaken many measures to promote it. However, the number of the companies is small (71.290 active companies) in which 475.909 individuals wereemployed, 41% of which are women. As can be seen in Table 2. for the 2013, from total number of working age population, about 50% are women, they are 40% from the total number of labor force, the same percent of total number of employed and unemployed persons and 63,2% from the total inactive population in the country. While the highest (above 70%) is the share of the women inactive population of the age of 25-59 and above 20% of unemployed women of the age of 25-29, which is huge potential for the women entrepreneurship.

Additionally, if we observe the educational structure among the working population in Republic of Macedonia, as can be clearly seen on Graph 1., it is women that have higher level of education. This data again confirm the need to engage this human potential into Macedonian economy.

Graph 1. *Structure of the working population with regular education, according to the accomplished level of education, in the Republic of Macedonia, in 2014*



Source: Labour force survey, 2014, Statistical Review: Population and Social Statistics, SSO, Republic of Macedonia, Skopje, June 2015

Also, as can be seen in Table 2. for the 2014, from total number of working age population, about 50% are women, they are 39,5% from the total number of labor force, the same percent of total number of employed and unemployed persons and 64% from the total inactive population in the country. While the highest (nearly64%) is share of the women inactive population of the age of 25-59 and above 20% of unemployed women of the age of 25-29, which is huge potential for the women entrepreneurship.

Table 1. *Working age population by economic activity, gender and age, in the Republic of Macedonia, in 2014*

Age	Total			Labour force											
				Total			Employed persons			Unemployed persons			Inactive population		
	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women
Total	1 673 494	837 232	836 263	958 998	579 906	379 092	690 188	419 589	270 599	268 809	160 316	108 493	714 497	257 326	457 171
15-19	136 580	71 047	65 533	16 232	10 127	6 105	5 926	3 479	2 447	10 306	6 648	3 658	120 347	60 920	59 427
20-24	155 937	80 322	75 615	78 682	49 327	29 355	38 591	25 074	13 516	40 091	24 252	15 839	77 256	30 995	46 260
25-29	164 074	84 053	80 022	130 420	75 651	54 769	79 114	48 017	31 098	51 306	27 634	23 672	33 654	8 402	25 252
30-34	162 461	83 328	79 133	134 721	79 465	55 256	95 849	58 089	37 760	38 873	21 376	17 496	27 739	3 863	23 877
35-39	153 577	78 270	75 307	127 749	74 849	52 900	100 670	58 153	42 517	27 079	16 696	10 383	25 827	3 421	22 406
40-44	146 600	74 008	72 592	118 265	70 099	48 166	93 443	55 983	37 460	24 822	14 116	10 706	28 335	3 909	24 426
45-49	147 411	74 509	72 902	115 840	70 002	45 839	91 895	55 432	36 464	23 945	14 570	9 375	31 570	4 507	27 064
50-54	141 895	71 561	70 335	105 936	63 786	42 150	82 523	49 478	33 046	23 413	14 309	9 104	35 959	7 774	28 185
55-59	135 204	67 829	67 375	88 692	55 833	32 859	69 776	43 478	26 299	18 916	12 355	6 560	46 512	11 996	34 515
60-64	117 432	56 709	60 723	37 358	27 305	10 052	27 645	19 179	8 467	9 712	8 126	1 586	80 075	29 404	50 671
65+	212 324	95 597	116 728	5 102	3 462	1 640	4 755	3 229	1 526	:	:	:	714 497	257 326	457 171

Source: Labour force survey, 2014, Statistical Review: Population and Social Statistics, SSO, Republic of Macedonia, Skopje, June 2015

Situation in 2014is worse regardingemployment by type of ownership of the business entities and by gender. We can see in Table 3. that in total number of employed (without type of ownership of the business entities-private or other) - 690.188, women participated with about 40%, but in private companies that participation is lower.

Table 3. *Employed by type of ownership of the business entities and by gender, in the Republic of Macedonia, 2014*

Gender	Ownership of business entities		
	Total	Private	Other[1)]
Total	690 188	530 868	159 320
Men	419 589	328 021	91 569
Women	270 599	202 847	67 752
	Structure by ownership in %		
Total	100,0	76,9	23,1
Men	100,0	78,2	21,8
Women	100,0	75,0	25,0
	Structure by gender in %		
Total	100,0	100,0	100,0
Men	60,8	61,8	57,5
Women	39,2	38,2	42,5

1) Other (mixed, collective, state, undefined

Source: Labour force survey, 2014, Statistical Review: Population and Social Statistics, SSO, Republic of Macedonia, Skopje, June 2015

Then, as illustrated in the Table 4., from26.914employers, 23% are women, from 96.401 self-employed, 15,6 % are women and from 60.747 unpaid family worker, 61,7% are women.This fact once again confirm our main thesis.

Table 4. *Employed by economic status and gender, in the Republic of Macedonia, in 2014*

Gender	Economic status				
	Total	Employed	Employer	Self-employed	Unpaid family worker
Total	690188	506 126	26 914	96 401	60 747
Men	419 589	294 492	20 605	81 337	23 245
Women	270 599	211 723	6 309	15 065	37 502
	Structure by gender in %				
Total	100,0	100,0	100,0	100,0	100,0
Men	60,8	58,2	76,6	84,4	38,3
Women	39,2	41,8	23,4	15,6	61,7
	Structure by economic status in %				
Total	100,0	73,3	3,9	14,0	8,8
Men	100,0	70,2	4,9	19,4	5,5
Women	100,0	78,2	2,3	5,6	13,9

Source: Labour force survey, 2014, Statistical Review: Population and Social Statistics, SSO, Republic of Macedonia, Skopje, June 2015

Furthermore, as shown in Table 5. in total number of unemployed, 38,5% are women and they wait for work longer than men.

Table 5. *Unemployed persons by duration of unemployment and gender, in the Republic of Macedonia, in 2014*

Gender	Total	Duration of unemployment							
		Up to 1 month	2-5 months	6-11 months	12-17 months	18-23 months	2 years	3 years	4 years and longer
Total	269 809	8 845	18 090	17 754	15 935	14 389	2 389	22 752	168 655
Men	106 318	4 981	10 839	10 522	9 003	7 458	1 279	12 560	103 675
Women	108 493	3 865	7 252	7 231	6 933	6 931	1 110	10 191	64 981
	Structure by gender in %								
Total	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0
Men	59,6	56,3	59,9	59,3	56,5	51,8	53,5	55,2	61,5
Women	40,4	43,7	40,1	40,7	43,5	48,2	46,5	44,8	38,5
	Structure by duration of unemployment in %								
Total	100,0	3,3	6,7	6,6	5,9	5,4	0,9	8,5	62,7
Men	100,0	3,1	6,8	6,6	5,6	4,7	0,8	7,8	64,7
Women	100,0	3,6	6,7	6,7	6,4	6,4	1,0	9,4	59,9

Source: Labour force survey, 2014, Statistical Review: Population and Social Statistics, SSO, Republic of Macedonia, Skopje, June 2015

Considering presented statistical analysis, we can conclude that women entrepreneurship in the Republic of Macedonia, according all indicators compared with other country, is lower, and hasn't good tendency,but in the same time, we should consider the effects of large global financial crisis that has gripped deeply, both Europe and the Republic of Macedonia.

Some recent trends point to the fact that a growing number of women decides to start their own business which goes beyond glances past the traditional role of women in the family. However, the results of relevant scientific research in this matter are modest and in fact indicate a greater willingness, perseverance and support for the male population to establish their own business.

EU REGULATION-OBLIGATIONS AND OPPORTUNITIES FOR DEVELOPMENT OF FEMALE ENTREPRENEURSHIP

Women for Europe represent a pool of potential entrepreneurs. EU initiatives, such as dedicated networks for women, are supplemented by stakeholders' own initiatives, while the European Parliament (EP) has recognised the positive contribution of female entrepreneurship.

According European Commission (European Commission, 2014), when establishing and leading business, women encounter greater difficulties than men. These difficulties are mainly seen in limited access to finance, poor training and networking, as well as daily need for balancing between the business and the family. Therefore, the Commission is actively supporting entrepreneurship and thereby is creating more jobs for women, and in the same tame empowers women economically and socially, and is raising their creative and innovative capacities. The main development document binding on Member States, as well as candidates for membership in the EU is the EU's Lisbon Declaration, 2010, which sets out the following obligations:

- Increasing the employment rate for 70%, and
- Increasing the number of women in the work process for more than 60%

In same line with above mentioned targets is the EU Action Plan for Entrepreneurship 2020, which relies on three pillars:

- Entrepreneurship education and training
- Creating an environment where entrepreneurs can develop and grow,and
- Developing role models for certain groups of entrepreneurial potential that can be achieved through traditional programs to support business

In 2009, the Commission has established the European Network of Female Entrepreneurship Ambassadors, which in 2011 was supplemented by the European Network of Mentors for Women Entrepreneurs. In same time with these operational bodies, the Commission impose:

- Effective enforcement of existing regulations on gender equality, in particular Directive 2010/41/EC74 which should further stimulate female entrepreneurship;
- Creation and implementation of a national strategy for women's entrepreneurship that will result in increased participation of women owners/managers of companies;
- Collecting gender-disaggregated data and their annual updating on the status of the national women's entrepreneurship;
- Continuation and expansion of existing networks of Female Entrepreneurship Ambassadors and Mentors for Women Entrepreneurs;
- Implementation of policies that will enable women to act through an appropriate work-life balance by establishing adequate and affordable care for children and elderly dependents, and especially taking into account all the benefits of support from European funds;

So, these are the prerogativeswhich Macedonia should consider as benchmarks down the route of development and intensification of women entrepreneurship, that will bring the country closer to meeting both its own and EU and development agenda. In same time, when discussing women entrepreneurship in the Republic of Macedonia, one must take into account current macroeconomic environment in the country, which is still relatively risky and inappropriate and is still under the influence of accumulated problems, particularly low level of GDP, lack of investment capital, low level of utilization of capacity, high unemployment and the growth of trade and budget deficits. In contrast, we must bear on mind constant new financing opportunities, that entrepreneurs are not aware of, nor well informed on, on one hand, and the need to resolve the high collateral requirements and deficiencies that occur in the regime of secure transactions in lending to micro, small and medium enterprises, especially start-up, on the other hand. Finally, there are available a number of donor credit lines that are poorly used, from:

- The World Bank
- The European Bank for Reconstruction and Development
- IPA Program,
- Donations received from certain developed countries (Germany, Italy, Switzerland, etc..)

- Loans from FAO
- Direct private investments and more.

All presented opportunities indicate a huge field for active participation of authorities, civil society, science, and the media, which should launch new initiatives and practices of women entrepreneurship in the Republic of Macedonia, following the example of the most successful countries. In this context than beside the obligations set by the European Commission, stated above, Macedonia should use the following proven tools:

- Strategies to support and encourage civil society organizations, initiatives and / or groups whose primary mission is to reduce poverty, analysis of the labor market, training and information in the field of entrepreneurship;
- Support of women's groups in this sense, is also extremely important
- Greater financial support for unemployed women to start their business
- A system of encouraging and supporting entrepreneurship in higher quotas for women's participation
- Series of fiscal measures to support entrepreneurship through tax cuts for business and the introduction of special measures and also lower taxes for those employers who will provide a contract for employment of a women. This should especially apply to regions with high rates of unemployment among women;
- Voucher system for access to facilities for the care of children of those families who are at risk of poverty;
- Introducing work from home in order to provide greater flexibility for women with family responsibilities;
- Establishing Agency for women entrepreneurship and programs for lending to small businesses run by women;
- Providing flexicurity in operation;
- Support media with the introduction of programs of this topic and presenting success stories, etc.

CONCLUSION

As a general conclusion regarding women entrepreneurship, we ca say that although enterprise culture and the status of women in society may differ between the various countries, many of the problems faced by female entrepreneurs are quite similar. Basically, it is important to make women aware of the possibilities they have today as well as to assist them in establishing necessary business contacts. Women appear to have a different approach towards running a business than men, therefore gender awareness in designing and delivering support measures targeted at women entrepreneurs is essential.In this regard is essential, too, to have in mine women'sempowerment through ICTsfrom the various uses that ICTs havebeen put to. These include: connectivity and access to information about livelihoods andenterprises; data management and creation of data repositories; linking women producers to globalmarkets; efficient communication for micro-enterprises; opportunities for skill-building andemployment; and opportunities for self employment.

Women's entrepreneurship in the Republic of Macedonia can make a particularly strong contribution to the economic growth, well-being of the family and communities, poverty reduction and women's empowerment. Our analysis shows that the high number of unemployed and inactive women, especially between the ages of 20-39 years, together with the low number of women employers and self-employed, as well as the high number of unpaid female labor, indicate unfavorable conditions in this domain.

In order to achieve the Lisbon objectives and sustainable development, except obligations of the EU, Macedonian government should undertake radical measures with strong promotion and support from the government, but and all stakeholders, specially scientists. Stakeholders underline the importance of better data on which to base policies, as well as the reinforcement of support structures for female entrepreneurs such as the provision of information and training, business networks, business support services, and facilitating access to both human and financial capital for women.

Notes

[1] According to new data projections from the Guardian Life Small Business Research Institute, future job growth in the United States will be created primarily by women-owned small businesses and by 2018 women entrepreneurs will be responsible for creating between 5 million and 5.5 million new jobs. That's more than half of the 9.7 million new jobsthe Bureau of Labor Statistics (BlS) expects small businesses to create, and about one-third of the total new jobs the BlS projects will be created in that time frame.

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THE STRESS MANAGEMENT AS A STRATEGY FOR INCREASING OF THE COMPETITIVE ADVANTAGE OF THE COMPANIES

Abstract

We all live in time of unpredictable and quick changes. The effective and efficient management with the changes also modifies the working facilities of the companies, management and employees. The traditional way of working is replaced by the modern and variable working conditions. The aim of this work is to show the importance of introducing the stress management strategies inside and outside the working environment, recognizing the reasons of the stress and stress protection for the employees inside and outside of the companies, as one of the risk factor that influences the working productivity and the efficiency. The building tools for the competitive advantage of the companies are as follows: the understanding and recognizing of the stress condition and individual characteristics helping to control the stress as well as the ability of self-esteeming for the stress level. In conclusions is emphasized the fact that the employees are development force of the company and the strategy for the stress management is to increase the competition advantage of the companies.

Key words: stress management, human resources, competitive advantage

INTRODUCTION

The stress is usual and normal appearance today as a result of the reactions of the threats and changes in our environment as well as from the demands expected to be fulfilled by one person. According to Hans Selye – founder of the modern theory of the stress, the stress is an uncommon respond of our body to the changes demands. (Selye, 1936).

The stress appears as a result of the reaction of the stressor. The stressor indicates the source of the stress, that could be normal event or many events that according to the estimation of one person appears as a danger for this person.

The stress is always a relationship between the person and the environment and not the characteristics of the environment itself nor is characteristic of the person (Lazarus and Folkman, 1986). The symptoms of the stress could be of physical or mental nature as a result of the physiological, emotional and cognitive reactions from the stress. Usually the biologically programmed forms of the stress are not dangerous for the organism. The real problem for the organism of one person is the condition of the increased, long-term stress where the person cannot deal with it and control it. The stress-sources are all around the people. The stress cannot be avoid but can be controlled or mange successfully. The negative stress is a condition that the person cannot control it.

STRESS CONDITIONS AT WORKING PLACE

In the conditions of extreme unpredictable changes at the working environment every company and the employees are influenced on a daily basis to the stress and the stressors. There are number of factors that influence the accelerate changes of the working. The stress appears everywhere in our environment as an element that cannot be avoid but could be controlled. (Lazarus and Folkman, 1986). The condition of stress at work could be defined as an amount of undesired, harmful physiological, psychological and behaviouristic reactions to the conditions where the demands of the company are not in accordance with the capabilities, possibilities and needs of the employee. (Sauter and Murphy, 1995). The stress in the company could appear as follows: As a result of the incompetence between the demands of the environment from the one hand and the possibilities of the employee to fulfil the needs of the environment and the company from the other hand related with negative consequences and appearance of work stress conditions.

- Changes of great importance for the company and the employees are potentially stressed, conditions are forcing the need to adopt to the threats and challenges,

- Stressed professions with great responsibility towards the material values or responsibility for other people, working close with people or "working under pressure".

Different professions are exposed to different intensity of risk. Usually as a stressed professional are marked the following: pilot, life-guard, miner, construction workers, flying controller, doctor, prison guarder etc. At the same time, the managers are rated as professions exposed to high-level of stress.

Very important fact for the employees in the company as well as all subjects influenced with the stress is the recognition of the stress reaction, the procedure and the means of acting in the stress condition. The stress at the employee is usually connected with the psychological overloading of the employees. The source of the psychological overloading of the employees can create condition of continuous stress with direct influence to the work responsibilities, good working atmosphere, possibilities for promotion and positive working environment.

The environment of the company and the work organization are of great importance for the psychological condition of the employees. The stressors create permanent tense to the employees, conflict situations and unpleasant working atmosphere. The long-term stress condition or condition of continuous stress influence the health of the employees, the security at work as well as to the efficiency and effectiveness of the company.

REASONS FOR STRESS IN THE COMPANY

The stress could influence every employee regardless of job position in the company. Every employee in the company are equally exposed to the stress due to the fact that every person individually reacts to the stress but is related to the following factors: job position itself, personal characteristics of the employee, of education, sex, age, family status, qualifications and abilities for self-estimation, personal judgment of the situation and ability to control reactions to the changes and behaviour. (Sauter and Murphy, 1995). The stress of the employees in the company appears as a result of deferent factors: internal and external.

The internal factors from the employee himself and contents the underestimate or low estimate personal desires from the job its, high sensitivity for self-responsibility in every segment of the working in the company, identification of the personal with the company condition, inappropriate behaviour regarding the working time, high level of uncertainty, inability and no knowledge for the job duties.

In the outside factors for stress are the factors coming from the following segments: job organization, structure of the organization process, communication inside the company, working time-schedule, organizing in regular changes of the working time, extra working hours, the environment inside the company and the financial aspects of the working: low pay or no payment hours, inappropriate criteria for the bonus payment, irregular payment time, benefits etc. The challenges of the changes, could produce stress from losing the job posit, decreasing of the salary and the finance benefits, producing conflicts, unprecise job duties, decreasing of the number of the employees etc.

Employees of the company are infected from the stress inside the company but the same times are exposed to the stress coming from different stressors as family, the close relationships with the relatives, friends etc.

STRESS MANAGEMENT AS A PART THE ORGANIZATION CULTURE

The employees in the company are exposed on stress every time when there is unbalance between their personal requirements and the demand expected to fulfil.

The basic goal for every company is to create conditions for growth and development through innovative strategies prediction of future moments that could be sources of stress. In this way the companies could implement different strategies aiming prediction, decreasing and controlling the stress for the employees in normal levels.

The persons-employees are the most important and unique factor that could change aiming to improve the competitive advantage and the respect of the rule: the real person for the real job-position is direction for implementation of the successful strategy for stress management.

Of great importance for the managers of the company and the employees as well is the ability of reducing the intensity of the stressors inside and outside the company. The companies and their managers could apply various measures to decrease the level of stress at the job. The harmony in the working environment usually is a result of good human relations inside the company and care for certain relations between the company and the family of the employee.

The strategies for the stress management are introduced as part of the organization culture. The organization culture of the company is balance of expectations, norms, values and working habits that infects the models of influence and cooperation of the persons, groups and teams in order to fulfil the goals of the organization (Jones and George, 2008). Thus through the organizational culture employees are showing their different ways of behaviour and working manners as well as their interactive relations outside the company. The companies are different in their way of how weak or strong is their organizational culture. When the employees in the company shows strong connection for the common cultural values, believes and habits then the company has strong organizational culture. On the other hand, when the employees are not strong connected for the common issues the organizational culture is weak. If the organizational culture is strong than everyone is persuaded that inside the company could become a person, because of the influence of the behaviour of all members. (Schneider and Smith, 2004). Organizational culture could be created, maintenance and transfer to all employees in the company, through the values of the manager or the owner of the company. Depends of the type of the organizational culture it should be developed appropriate strategy for stress management because the organizations with strong organizational culture use number of measures to determine the working habits of the employees in their job duties.

The companies with strong organizational culture are resisting the influence of the stress producers different from the companies with weak organizational culture, where the influence of the stress producers is increased. The managers of the company have the biggest role in the process of creation of the organizational culture and the strategy of stress management. The instrumental values influence the work of the managers and their behaviour. The behaviour of the managers is reflected to the working pleasure and connection to the company. The good mood and the positive emotions of the managers is sense or state of mind directly connected with the sources of the concrete situation. The state of mind and the emotion of the manager for the company influence the behaviour of all employees of the company. Managers of different companies develop different strategies of the organizational culture and stress management. The strategies for the stress management are realized by the employees of the company through the values of their manager, owner or the employees and the processes of socialization, ceremonies, rituals, recreate activities and join parties, organized picnics, sport events etc. Manager or owner of the company demands their respect, understanding, tolerance, respect of the rules of working and behaviour, respect of the formal procedures. Many times the personal values of the manager and the employees influence the realization of the competitive advantage. The managers of the companies expect from their employees to work hard, precise and manage all stress situations inside and outside the company. The maximum loyal employees realizes the organizational goals, leaded by the managers with understanding for the emotions of the employees and control the emotions of their own and are always in front of their competitors.

STRESS MANAGEMENT STRATEGIES IN THE COMPANY

The effective management with the company understands overcoming the different obstacles of the work and creating an appropriate strategy. The managers transfer their own vision of what they want to realize in the company through the strategy. If the employees agree with the vision and create their behaviour to the manager, they take responsibility to work hard, stress work necessary for the creative and risk development of the strategy (Jung and Avolio, 1990). In order to increase the competitive advantage of the company the manager could implement some of the following strategies for stress management:

- Preventive strategy or practicing a strategy to discover the sources of stress before the employees face the real problems,
- Strategy for decreasing the influence of stress after rising the real problems, and
- Management strategy or maintenance the stress to the place where appears.

Formulating each of the above mentioned strategies starts with systematic analyse of the factors inside the company and the outside environment that influence to the realization of the organizational goals of the company.

Of great importance for the company is the manager to foresee the real condition of the employees and analyse detail the factors sources of the stress condition. The contribution of the managers for maintenance and control of the stress in reasonable level contributes to development of the wellness of employees. Human resources are important factor that influence the organizational development. High-motivated human resources develop strong professional values and behaviour norms. In order to be motivated, human resources should be free and capable to control the stress at work and outside.

The preventive strategy or strategy of discovering the sources of stress before employees face the real problem is part of the concept of the organizational culture of the company. This strategy realizes through the principle of good human relations, trust, open cooperation and communication and introduction of the concept of time management. The communication is a condition for increasing of the competitive advantage of the company through which employees learn abilities for work with new processes, spread the own skills, contributing to discover the factors that are sources for stress of the employees. This strategy for stress management is less formal different from the strategy for decreasing the stress influence after real problems appear where managers have certain activities.

The strategy for decreasing the stress influence after real problems appear also present part of the concept of the organizational culture of the company and demands realization of certain activities for overcoming the rising problems.

The open and real communication is pre-condition for overcoming the problem. The stress management realizes through programs for overcoming the negative emotions and problems. Organization of parties in the framework of the company, development and practicing the ceremonies and rituals are part of the program for overcoming the negative effects. The ceremonies and rituals are also formal events for the importance of the company as whole (Berger and Luckman, 1967). As part of the strategy managing the negative events is also the introduction of the sport programs. Practicing one physical activity and sport in appropriate equipped rooms in the frame of the company is one of the forms to manage the negative emotions coming from stress situations.

The managing strategy or maintenance of the stress to the place where appears is realized through programs for controlling the stress and stress factors at the place where it appears. It means that the process of open communication shows the source of the negative events, the company or the environment as family or home. Discovering the location is pre-condition to control the stress and maintenance the condition not to be transferred from one to the other location. The appearance of stress conditions in the company should be solved only in the frame of the company and not to be shared with the members of the family, friends and vice versa. The appearance of stress situation in the family should not be transferred and shared with the colleagues. The ability of self-control and management with negative events is of great importance for the realization of this strategy.

The stress control is base for effective working of the company bearing in mind that controlling the negative emotions (not only the personal characteristics as ability of work, discipline) coming from the activities of the stressors, results with successful realizations.

RESEARCH METHODOLOGY

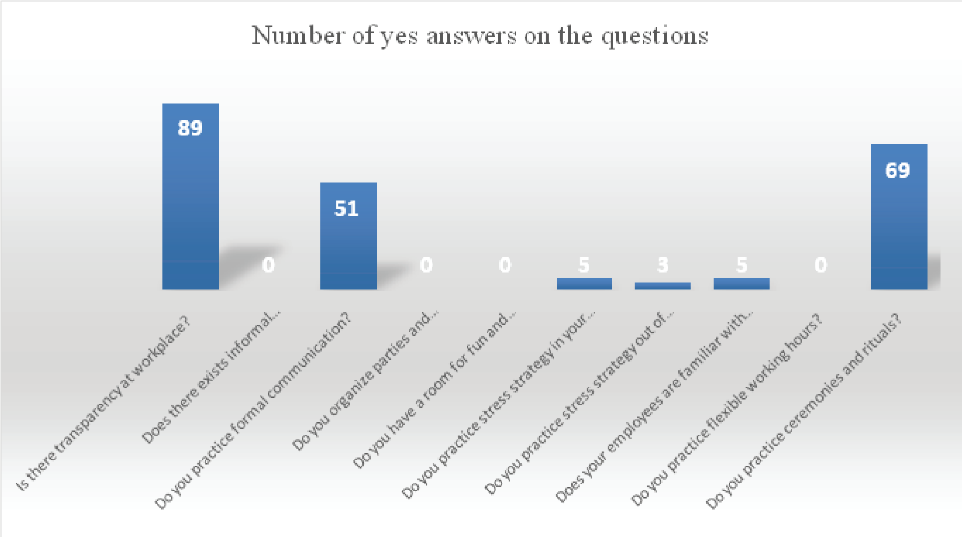
In order to determine if the companies in the Republic of Macedonia apply certain activities or strategy for stress management for the employees, empirical research was conducted. The questionnaire for this purpose is composed of ten questions and was delivered to 120 companies from the private sector of the Republic of Macedonia. Most of the included companies or 89 of them, showed great interest and answered the questions, while the rest of the companies didn't show any interest and didn't answer the questions.

According to the results from the conducted research we could conclude that the first question: *Is transparency exists in the working of your company?* – All of the managers filled this question positive – 100% of them thinks that they work transparently. For the question No. 3: If they realized formal ways of communication with employees?, - 51 of managers or 57% from the total questioned answered positive and 38 of managers or 43% answered negative. The question No. 10: Do the company has certain rituals and ceremonies? – 69 of managers or 61% answered positive and 20 of managers or 39% answered negative. Only 5 of managers or 4,4% of questioned managers answered positive that they have strategy for stress management and 3 of managers or 2,6% from questioned managers answered positive to the question if they have strategy for stress management outside the company. The biggest part of questioned managers or total of 89 managers answered negative to the rest of the questions and confirmed the theory that they don't have informal communication with employees, does not organize parties in the frame of the company and they don't have flexible working hours. Also, in the frame of their company there is no adequate room for party or sport and only a small part of managers 5 of them or 4,4% from them confirmed that their employees are aware with the strategies of stress management. Received data are processed graphical and tabular.

Table 1. *Obtained data from the conducted research*

Question/ answer	Is there transparency at workplace?	Does there exists informal communication at workplace?	Do you practice formal communication?	Do you organize parties and companionship?	Do you have a room for fun and relaxation?	Do you practice stress strategy in your firm?	Do you practice stress strategy out of your firm?	Does your employees are familiar with the stress strategies?	Do you practice flexible working hours?	Do you practice ceremonies and rituals?
Yes	89	0	51	0	0	4	3	5	0	69
No	0	89	38	89	89	84	83	84	89	20

Chart 1. *Obtained data from the conducted research*



According to the received data we could conclude that the companies in the Republic of Macedonia still have not implemented strategies for stress management inside and outside the working environment also don't have provided conditions for places for parties and recreation in the frame of the company. The stress management aims to decrease the stress of the employees especially the permanent stress. The results of the research show that the companies do not have implemented strategies for stress management inside and outside the working environment and their managers cannot recognize nor control the stress of the employees. The stress acts negatively to the employees and could be transferred to the company and its working.

CONCLUSION

One of the most existing problems in the daily working is the stress in the company and the environment. The stress as daily-based appearance in the companies usually is connected to the employees, organizational culture of the company, communication inside and outside the working environment and the form of resolving the conflict situations. The effective and efficient management of the company changes the working conditions and demands introduction of new modern strategies for management of the company in order to improve the competitive advantage. The new forms of working basically express the importance of the employees as unique element that could change itself and adapt for increasing of the competitiveness of the companies. The stress management skills of the employees are abilities for discovering and controlling the stress. The recognition and controlling of the stress requires introduction of appropriate strategies for decreasing of the stress by the managers inside and outside the working environment. Managers have the possibility to implement strategy for recognition of the sources of stress before employees face the real problem, strategy for decreasing of the influence of the stress after real problem appears and strategy for management or maintenance the stress to the place where started. Managers have to know always that only the satisfied employees are “good employees” like the only way to realize the goals of the company. Due to this fact, managers should know always that the stress management strategy is useful tool with positive influence to the working. But the researching results showed that many companies in the Republic of Macedonia does not have strategy for stress management or other tools, programs for recognition, controlling and managing the stress. The best organization efficiency is the one here the employees come to the work with pleasure and leave the work with satisfaction. The employees are satisfied when they are free of stress inside and outside the working environment. This confirms the fact that the employees are moving force of the company and the recognition and controlling of the stress presents the successful management strategy aiming to increase the competitive advantage of the companies.

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Questionnaire

1. Does transparency exists in the working environment of your company?

a) Yes b) No

2. Do you practice informal communication with employees?

a) Yes b) No

3. Do you practice formal forms of communication with employees?

a) Yes b) No

4. Do you organize parties in the frame of the company?

a) Yes b) No

5. Do you have appropriate place for party or sport in the frame of your company?

a) Yes b) No

6. Do you practice strategies to control the stress at work?

a) Yes b) No

7. Do you practice strategy to control the stress outside the work?

a) Yes b) No

8. Are the employees are introduced with the strategy for stress management?

a) Yes b) No

9. Do you have flexible working hours in your company?

a) Yes b) No

10. Do you practice certain ceremonies and rituals in your company?

a) Yes b) No

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MODERN APPROACH IN PROVIDING HUMAN RESOURCES IN THE ARMY OF REPUBLIC OF MACEDONIA

Abstract

The Human Resources Management is part of the overall management. The Human Resources Management involves sequentially performing a number of steps from securing employment or human resources until their leaving of the organization or system.
The Army of Republic of Macedonia is the armed force of the Republic of Macedonia. The main function of the Army is the defense of the sovereignty and territorial integrity of the Republic.
Human resources is the most important of all resources in the Army. Accordingly modern approach to providing of human resources is crucial for the effective and efficient functioning of the Army of Republic of Macedonia.
The paper gives an overview of the methods and procedures used in the provision of HR in the arm and opinions of candidates for effectiveness and efficiency in human resources providing Army of Republic of Macedonia.

Key words: management, providing, human resources, Army of Republic of Macedonia

INTRODUCTION

The Human resources management (HRM) is a segment of the overall management. HRM involves sequential implementation of the following functions: providing, development, activation and maintenance of HR in an organization or system.

Human resources providing (HRP) as a component of HRM is a function of harmonization of quantitative and qualitative needs of work organization with competencies of candidates and potential need of future providers of certain job functions.

The modern approach to HRP involves selection and employment of competent workers of free workplaces. The modern approach to HRP in the Army of Republic of Macedonia (Army) through used techniques and tools of selection enables appropriate selection of officers and soldiers in the Army.

The paper outlines the procedure and propriety of use techniques and temporal dynamics of HRP in the uniformed Army.

GENERAL FOR THE HUMAN RESOURCES PROVIDING

The first work of HRM in the organization is to attract high quality workforce whose talents will comply with the work to be performed.

The HRP as an initial component of the HRM means professionally accomplishing the following subfunctions:

-Analysis of the work from the aspect of educational needs at the level of organization, sector and specific job, due to changed circumstances in the social and legal environment, as well as due to internal changes;

-planning HR in their quantitative and qualitative dimension; and

-staffing of each job or more complex task with competent and responsible employees. (Smilevski et al., 2007: 55-82)

Analysis of work provides information that can be used to write or update job descriptions or tasks, duties and responsibilities that make up the work. The information in an analysis of the work can also be used to make the specification of work. It presents a list of qualifications -such as education, previous experience and skills required to perform the work. (Gareth and Jennifer, 2010: 482)

The planning of human resources analyzes staffing needs and identifies actions needed to meet those needs. With some authors, planning and staffing are intertwined, so the steps in staffing are viewed as part of the broader process of planning. One of those steps is recruiting. Recruiting is a blend of activities designed to attract qualified job applicants in an organization. The three steps in a usual recruitment process are: advertising in the workplace, a preliminary contact with potential job candidates and initial examination to create a group of qualified candidates. Recruiting can be external and internal. External recruitment requires job applicants outside the organization, while internal recruiting requires job applicants inside the organization. (Schermarhorn, 2013: 293)

In modern conditions it is very important to pass from traditional recruiting to realistic view of the work. The realistic review of their work provides the job applicants with all relevant information about the organization both positive and negative. (Wanous, 1980: 34)

The selection represents selecting individuals who will be mobilized from the group of qualified job applicants. There are a number of steps in the selection process.

Table 1. *Steps in the selection process*

Selection process	Reasons for refusal
Examination of information about the applicant	Lack of qualifications or insufficient references
Interview or site visit	The total potential is low or unsatisfactory.
Testing for the employment	Unsatisfactory test result
Checking previous employment	Physically non fit to work, or did not pass a drug test or check biography

Source: Schermarhorn J., 2013: 294.

The steps may be less or more depending on the size of the organization, the number of job vacancies, the number of applicants, etc. But it is important to use all those steps or techniques of recruiting to ensure reliability and validity.

When talking about reliability and validity it can be concluded that the interviews are characterized by low reliability and validity especially for lower positions, in terms of the tests. For these reasons, nowadays are more typical the behavioral and situational interviews in order to increase the reliability and validity of the interviews. (Schermarhorn 2013: 295)

Employment tests are often used to show the intelligence, attitudes, personality, interests, skills and even ethics. There are many types of tests available. Among the most significant are: tests for biographical data, test evaluation, test sample for working, tests physical durability etc.

In certain organizations for specific work to implement health and physical examinations, and even certain exercises for cleverness and endurance.

It is important that the organization take appropriate techniques for selection of job vacancies and to implement relevant persons

HUMAN RESOURCES PROVIDING IN THE ARMY OF THE REPUBLIC OF MACEDONIA

HRP for the effective and efficient functioning of the Army involves: analyzing the work, planning, recruiting, selection, choice and employment of people in the Army.

Analyzing the work in the Army is performed in accordance with the functions of the defense system, the responsibilities it has under the the Army within the framework defense system, the assessment of the threat about the territorial integrity and sovereignty to the Republic of Macedonia and obligations arising from participation for NATO membership.

Planning is based on systematization of the Army and free workplaces in the existing systematization. Planning and staffing of planned human resources in the Army is performed in: internal and external way. The internal way is performed through internal redeployment of staff. New employments are done in accordance with positive norm which refers to the processes of recruitment, selection and choice of reported candidates.

Recruiting begins with determining the specific needs of human resources in the Army and announcing job advertisements or announcing an internal advertisement for filling of vacant or emptied positions.

The selection is based on the applicants of job advertisements. Internally filling, the selection is performed by the available human resources.

The choice and employment in the Army is performed according the education, psycho-physical ability and work experience. In employment, ethnic and gender representation is taken into account.

The employment in the the Army is performed from the available human resources. Records of the available human resources are kept in information systems for recording human resources: Ministry of Internal Affairs, Employment Agency and the Ministry of Defence. Additional information HRP obtained from educational institutions and other entities. (Law on Military Service, Official Gazette, No.36 / 2010, III (Article 30-37) and IX (74-76)

HRP in Army is performed in accordance with the Law on Defence, Law on Military Service, Law on the Military Academy, the Rulebook on the manner of conducting the procedure for admission of candidates for officers or NCOs professional soldiers and civilian personnel in service the Army, the Rulebook to perform the selection of persons for professional soldiers in special units of the Army and etc.

The first steps in the long process of providing human resources in the Army is performed through the Ministry of Defense and through the Military Academy “Mihajlo Apostolski” in Skopje.

Providing candidates for professional soldiers and NCOs is performed through the Ministry of Defence (MoD). Under the Law on Defense every youth citizen of the Republic of Macedonia introduced in military records in MoD under the age of 26 years can apply for voluntary military service. (Defence Law, Official Gazette no., 185/2011, Article 4 and 62.) Voluntary military service in the Army lasts 3 months and it is performed in the Training Command and doctrines in the barracks “Alekso Demnievski Bauman” in Veles. For admission to the professional soldiers entry, the requirement is such that the candidate has completed military service in the Army.

Once the needs appear, MoD announces advertisement for admission of candidates for professional soldiers. The procedure for admission of candidates for professional soldiers is performed in 4 phases. The first phase includes administrative review of the submitted documents; the second phase includes conducting health examinations; third phase includes testing the candidates who continue with the procedure of general knowledge tests and performance of tests for physical readiness and last phase includes selective course for admission. (Rulebook 165/2014)

Providing NCOs are carried out through an internal competition within the Army under classifying and NCOs vacant positions. On the internal competition the right to apply is given to professional soldiers who meet specific conditions.

Providing officers is performed through a competition for admission of candidates for the first cycle of studies, student cadets each year as announced by the military Academy and their 4 year apprenticeship. The number of candidates who enroll and financed from the state budget is determined by the Government on the proposal of the Minister of Defence. After completing undergraduate studies in the same order they are allocated in units and establishments of the Army. (Law Military academy 83/2009, article 22-24).

Criteria and procedures in the process in provision of human resources in the army of the Republic of Macedonia in 2015

To see the appropriateness of the procedure and the methods and techniques of HRP in the Army we will consider public advertisements for admission of candidates for officers and soldiers in 2015. This year MoD announced public announcement for 125 professional soldiers in the Army twice. Public announcements lasted 15 days. The first started on January 14, 2015 and ended on January 29, 2015, and the second started on September 13, 2015 and ended on September 28, 2015. Advertisements were published in daily newspapers Vecer and Koha. Applicants who applied had to fulfill the following general and specific conditions. General conditions are: to be citizens of the country; to be adults and to have special health and physical abilities. Special conditions: to have completed high school education; have completed voluntary army service and to be no older than 26 years on the date of application.

In the same period MoD through the departments of defense of the territory, performs an administrative review of the submitted documents. In the application Interested candidates should submit the following documents: questionnaire; personally filled out a questionnaire with a statement of moral, material and criminal liability for the given data; certificate of completed high school education; a certificate of citizenship; birth certificate; certificate that has not been imposed a security measure ban on performing profession, activity or duty; confirmation of the completed voluntary army service and medical certificate for general health from personal doctor. (Rulebook, no.01-4108 / 2014)

The competitions were reported total 1030 or 850 interested applicants who passed the first stage of administrative review. Since the process of HRP of the second competition is still in progress, we will present a time funnel steps of selection of the first competition.

For candidates who competed in the first competition health examinations were conducted in February in Military Medical Center in Skopje.

Testing of the candidates who continue with the procedure of general education tests and conducting physical readiness tests were conducted in March. General education tests were conducted at the „Ilinden" barracks in Skopje, while tests for physical readiness (running, swimming, etc.) were realized on the sports fields in the City park in Skopje and swimming pool Boris Trajkovski in Skopje.

The next phase of the selective course lasted from April 17, 2015 to May 11, 2015 in the barracks "Ilinden" in Skopje.

Last phase of the HRP was security vetting the candidates who meet the conditions those mentioned previously. (Law on Classified Information, 4/2004)

After completion of the security vetting commission proposes to the Minister of Defence a list of candidates who meet all the required conditions. The minister has discretionary right to choose from a list 125 candidates. The Minister is obliged to respect the principle of positive discrimination.

From the list of candidates who meet the conditions for admission to professional soldiers by the Minister 125 are elected on September 2, 2015, and on September

8, 2015 Independence Day of the the Republic of Macedonia they were formally admitted into the Army. (Decision 04-4877 / 1 of February 9, 2015)

The process of providing candidates for professional soldiers lasted approximately 8 months and covers all stages of the modern way of HRP. The process is conducted Commission for conducting the procedure for admission of professional soldiers in the service of Army.

In terms of providing officers for the Army this year Military Academy announced a competition for admission of 26 candidates officers for the Army. The competition lasted three days, from 04 to 06 August 2015th. Applicants who applied were to fulfill the following general and special conditions. General conditions are: to be citizens of the country; to be not older than 21 years; having passed state, international or school graduation in high school or final exam completed high school education; completed a four year period and be psychophysically capable. Special conditions: not to be pronounced a security measure ban on performing profession, activity or duty; to meet the security criteria under the Law on classified information and successful, to pass a physical ability. (Military Academy, a competition, July 24, 2015).

The Military Academy performed an administrative review of the submitted documents. In the application, interested candidates should submit the following documents: application, application form, certificates for all 4 years of high education, a diploma for passing the final exam, a certificate of citizenship, birth certificate and certified by a competent court, that it was a security measure ban on performing profession, activity or duty in the competition were reported 124 candidates.

In the first phase was created a ranking list which valued the success of all the years of high school with a maximum 45 points, matura exam subjects (2 external and 2 internal) maximum 40 points, project task with a maximum of 5 points. Review documents the Commission did for receipt of documentation and data processing.

Psychophysical condition was determined by specialist examination and evaluation of military medical commission in the Military Medical Center in Skopje, the Rulebook on standards to assess the special health and physical ability to serve in the Army. Psychophysical condition was performed in the following disciplines: long jump from place, zgib on the shaft, abdominal lifting and running. Maximum points are 10, but with the condition to earn a minimum 5. Checking the psychophysical ability was conducted by Commission for the verification of the competence (physical ability)

The ranking of candidates is performed by Competition Commission. A condition for the selection of candidates for are 60-100 points. Admission Commission bulletin board Military Academy announced the results. The candidate who is not satisfied with the results has the right to appeal to the Competition Commission within 24 hours. After that the Competition Commission prepare and publish a preliminary ranking list. The dissatisfied candidates after a preliminary ranking list had the right to appeal to the Dean's administration within 24 hours. The decision of the Dean's administration is final. After that the Academic Council of the Military Academy prepares draft list of candidates who meet the conditions for admission and submit it to the Minister of Defence. Minister of Defence makes the final decision which candidates from draft list will be admitted. The minister has discretionary right to select from the list 26 candidates. The Minister is obliged to respect the principle of positive discrimination. (Military Academy, a competition, July 24, 2015).

Analysis of research results for the human resources provision in the army of the Republic of Macedonia in 2015

From applicants for admission profeissonal soldiers and the MoD for admission of cadets of the Military Academy at random under the principle of availability is conducted a telephone survey of 110 applicants. Among the applicants there are selected and not selected in the respective competitions. The respondents were asked three questions:

1. How do you assess the positive regulations for admission of candidates for professional soldiers in the Army or the admission of cadets of the Military Academy?
2. How do assess the process of selection of candidates for professional soldiers in the Army or the admission of cadets of the Military Academy?
3. In which step do you think are the most noticeable weaknesses?

Table 1. *Assessment feedback on the positive standard for the admission of HR in the Army*

Applicants	Very good		Good		Weak		Total	
	number	%	number	%	number	%	number	%
soldiers	27	29,7	59	64,8	5	5,5	91	82,7
cadets	14	73,6	5	26,4	0	0	19	17,3
Total	41	37,3	64	58,2	5	4,5	110	100

Respondents evaluate the positive standard for the admission of professional soldiers and cadets Military Academy dominant assessed as good. Good assessed 58.2%, very good 37.3% and weak 4.5%. Separately analyzed candidates for professional soldiers predominantly assessed as good by 64.8%, while candidates for cadets Military Academy dominant assessed as very good by 73.6%.

Table 2. *Assessment feedback on process for admission of HR in the Army*

Applicants	Very good		Good		Weak		Total	
	number	%	number	%	number	%	number	%
soldiers	23	25,3	43	47,3	25	27,4	91	82,7
cadets	12	63,1	7	26,9	0	0	19	17,3
Total	35	31,8	50	45,4	25	22,8	110	100

Respondents evaluate the process of Professional Soldiers and cadets Military Academy dominant is assessed as good. The process for good rated 45.4%, a very good 31.8% and 22.8% weak. The difference between the three assessments is more even in terms of responses to the first question. Separately analyzed candidates for professional soldiers dominant process for admission was assessed as good by 47.3%, while candidates for cadets Military Academy dominant is assessed as very good by 63.1%.

Table 3. *Responses to the perceived weaknesses in the HRP in the Army*

Applicants / Answers	Soldiers		Cadets		Total	
	number	%	number	%	number	%
providing documents	0	0	0	0	0	0
health examinations	0	0	6	31,6	6	5,4
physical examinations	16	17,6	0	0	16	14,5
tests	20	21,9	3	15,8	23	20,9
deciding	24	26,4	6	31,6	30	27,3
selective course	22	24,2	0	0	22	20,1
Other	9	9,8	4	21,1	13	11,8
Total	91	82,7	19	17,3	110	100,0

The table shows that more applicants highlight weaknesses that are typical, but the step of decision recognizing as dominant. Of the total number of respondents 27.3% were in favor of the decision, for the tests 20.9%, the selection course 20.1%, the physical examinations 14.5%, the health examinations 5.4% and other weaknesses 11.8%. Separately analyzed for the candidates for professional soldiers the decision is dominated with 26.4% and selective course with 24.2%, while in the candidates for the cadets of the Military Academy are equally as dominant weaknesses deciding and medical examinations with 31.6%.

CONCLUSION

HRP function in the Army is complex and contains all steps of modern HRM in the area of HRP. Recruit funnel HRP professional soldiers is of two stages. The first phase begins with basic human resource development through voluntary military service in the Army for 3 months and the second phase begins with: administrative check of required documents, health examinations, psychological tests, a selective course, security vetting and discretionary right to decide. The period of recruitment funnel is 8 months.

The recruitment funnel HRP for cadets Military Academy begins with an administrative check of the required documents, the ranking of the success achieved from high school and passed the graduation exam, health examinations, psychological tests and discretionary right to decide. The period of recruitment funnel is one month.

The positive normative and the process of HRP in the Army are good. HRP in the Army will be more effective if modernized the steps of: health examinations, psychological tests and decision making by maximum use of the merit system of responsible persons in the most important feature in modern HRM.

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EFFICIENCY AND EFFECTIVENESS OF HUMAN RESOURCES IN THE PROCESS OF CUSTOMS AND FREIGHT FORWARDING OPERATIONS IN THE REPUBLIC OF MACEDONIA

Abstract

The main subject of the theoretical framework of this thesis is interpreting the challenges which are facing human resources in the field of customs and freight forwarding operations, with particular reference to the real situation in the Republic of Macedonia. Therefore, firstly theoretical views on this issue will be worked out, and further on expert opinions and statements refer to effectiveness and efficiency of the implementation of the customs and freight forwarding procedure in the country by the human factor.

Besides this, a summary for application of positive indicators in the customs and freight forwarding operations will be enclosed as well, aimed at encouraging efficiency and effectiveness by the human resources, i.e. the long term achievement of positive results in the business sector in this domain. In this context, also it will be mentioned a normative-legal analysis of the positive legal provisions which regulate this area.

The setup of modern models of management (managing) with the human resources is motivated by the quality of the offered services during the carriage of certain goods (forwarding services), and the need for regulation of commodity and money turnover,

customs control, customs clearance of goods and preventing illegal export (customs operations).
Only through a synchronous relationship between the forwarding and customs operations, i.e. procedures that are undertaken by the human resources, it will be prevent appearance of barriers in the professional relationship that would reflect negatively on the image of companies/institutions and foster a development of positive competition. Consequently, promoting new, modern trends in the management with human resources will allow fostering long-term efficiency and effectiveness in the mutual cooperation.
The conclusions will be obtained by conducting qualitative research, i.e. application of qualitative methodological framework through the method of analysis of the contents, comparative analysis, systematization and generalization.

Key words: human resources, customs operations, forwarding operations, efficiency, effectiveness

INTRODUCTION

Creating the conditions for efficient and effective operation of human resources within the enterprise covers a different range of actions that need to be realized. The main directions in most cases which are set up by the responsible manager for human resources, point out the need for continuous opening of new jobs, the appropriate choice of candidates, and as well determination a fair remuneration system in order to motivate workers highly. In fact, one of the main tasks of the managers is continuously motivating their employees in course of consistently fulfilment of the job's obligations, and as well their personal needs and priorities related to the workplace (Loncharevikj et al., 2007: 43).

In conditions of more express competitive power, the employees of one enterprise, consciously or unconsciously are exposed to different motivational strategies, and sometimes manipulative games aimed at maximum utilization of their capacity. In this case, the main purpose of the persons responsible for increasing the level of efficiency and effectiveness of employees is to set the correct parameters for the implementation of this ratio within the company, thus including employees in each segment of the operations, but also ensuring them prosperity, their own and as well on the company (Mashikj et al., 2009: 323).

The Republic of Macedonia is a country located in the central part of the Balkan Peninsula, thus automatically present central forwarding route for all its neighbours. As the main problem is pointed out that this country do not has sea exit, which means one kind of forwarding is not used at all, but it is not a crucial point to develop this activity, which in general is of huge importance for our country. Based on these data, it is recognizes the importance of the forwarding companies and customs operations in this country.

Taking into consideration this practice within the society of the Republic of Macedonia, especially in the area of customs and forwarding operations, the managing with the human resources is a crucial step that is necessary to be taken over in every enterprise of this domain in order achieving results of highest level.

Within a globalized world where labour continually circulate, exchange experiences and acquire certain practices by adding to existing, it cannot be expected to set a single and unified sketch for fostering activity efficiency and effectiveness that would be equally useful for any type of working environment. Moreover, everything that motivates employees in one company does not mean that it will be appropriate for another one.

The same applies to employees who work in various work units within the same company. (Loncharevikj, et al., 2007: 45). Consequently, in the field of customs and forwarding operations, the human resources are a key factor for improving the real situation regarding the quality of the service given to the customer and as well in terms of respecting the existing regulations which is of crucial importance for the functioning of the business of this domain.

The purpose of this thesis is to show the possibilities of encouraging efficiency and effectiveness of human resources in customs and forwarding operations in the Republic of Macedonia. In this way it is expected to improve the output policy of enterprises operating in these frameworks and as well improvement of the coordination between the private sector and state (public) institutions, and also improvement of the mutual services.

MANAGING WITH THE HUMAN RESOURCES: EFFICIENCY AND EFFECTIVENESS ENCOURAGING

The human potential is a determinate factor for success in market conditions for all activities. The human potential is of huge importance for achieving the strategic goals. The human resource management aimed establishment of closer cooperation in the relations development between managers and employees and between employees in general. Only thus can be expected promoting of efficiency and effectiveness in the undertaken working steps. The managing with human resources has the task to provide staff to achieve the objectives of the enterprise. Every employee has a certain obligation toward the company, particularly regarding the level of fulfilment the job's obligations. Consequently, the management is directly responsible for encouraging motivation among employees i.e rewarding and valorisation of their labour, realized obligations and undertaken responsibilities, and as well problems solving.

Within the company, the human resource management aims to promote: a strategic partnership, a partnership for developing working tools, partnership for realizing control on legality and administrative or operational performance of employees (Armstrong, 2006: 9).

As per Armstrong, "The management of human resources is a strategic and coherent approach to the management of the most valuable resources in one organization - the people who work there and who individually contribute to the achievement of organizational goals" (Armstrong, 2006:9)4. The human resource management is part of the science for the organization, particularly a part of science for the management that emphasize the study of the aspects of employment, recruitment, mobilization, effecting, motivation, communication and all other aspects related to the development of human resources in the organization (Mani, 2002:145).

The notion managing with human resources is a phrase that the last ten years increasingly appeared in the scientific literature. The human resources management means a scientific discipline, a managing function in the organization and practice related to people in the same organization. In some countries and among some authors the human resources as a term caused some resistance, and for that reason the recognition of this form of resource led to the realization that people are the most important resource in the realization of the purpose and therefore should be given bigger attention in the form of study and its research.

The promotion of efficiency and effectiveness in human resources will be achieved by (Dessler, 2007:32):

- Work analyses;
- Planning of job positions;
- Choice of job applicants;
- Guidance and training (mentoring) of new recruits;
- Performance evaluation
- Evaluation plan (self-evaluation);
- Providing motivation and benefits to employees;
- Solving of conflicts
- Training and development of staff;
- Creating a commitment among employees.

Furthermore, it is especially important:

- Encourage employees to the values and leading principles that are accepted and incorporated while managing people;
- Promoting strategies for human resources that define the direction in which human resources management intends to go;
- Adoption of policies for human resources which are basic guidelines that define how these values, principles and strategies should be applied and implemented in specific areas of human resource management;
- Processes for human resources consist of formal procedures and methods used for strategic human resources plans to take effect;
- Practices for human resources consist of informal approaches used in people management;
- Programs for human resources that provide strategies, policies and practices of human resources management to be implemented according to the plan.

ASPECTS OF CUSTOMS AND FORWARDING OPERATIONS

The customs duties are public tax (indirect tax), charged by the country through customs authorities at the entry of goods in its customs territory (imports) in their exit (export) or transition (transit) of goods across its customs territory. Furthermore, they represent an essential tool for the protection of the national legislation against the foreign competition and the primary regulator of the flow of international trade regulations. The customs duties are accepted as the only international instruments to protect national legislations. Each member of the World Trade Organization has an obligation under its definition of customs legislation and other segments of the economic system, to follow the principles of: 1) non-discrimination 2) multilateralism 3) liberalization. The definition of the customs duties is characterize by: 1) generalization - because it contains the types of customs duties according to the criteria - direction of movement of goods, and does not express anything about the complex nature of customs duties 2) one-sided - because it is only defined as a public duty, indirect tax, and thus express only the fiscal nature of customs duties, i.e. the WTO (World Trade Organization) explicitly prohibits the introduction of customs duties with an exceptional fiscal character (Kozomara, 2005: 56-59).

According to their function, purpose and calculation method, customs duties are divided into several categories. Thus, according to the direction of movement of goods, there are the following types of customs duties: import, export and transition (transit) customs duties. The import custom duties are the most important duties, because the export duties are applied in specific, rare cases. The transition customs duties represent a historical category, because they are not applied since the Barcelona Conference (1921).

Forwarding (expeditious) - a contract for commercial services in which one contracting party – a forwarder undertakes because of transport of certain goods to conclude on its own behalf and on behalf of the principal (client) a transport contract and other agreements necessary for the performance of the carriage, and as well to perform other routine matters and actions, and the client is obliged to pay a fee (commission) (Ilieski and Ognenovska, 2007: 36-39).

Forwarding is organization of delivery of goods, i.e. the delivery of merchandise to the client in the most efficient and safest way. The international forwarding, however, represent an economic activity that contributes to the efficient implementation of foreign trade affairs.

The forwarding companies associate with national forwarders associations who adopt general working conditions in order to regulate the legal and economic position of the forwarding.

The forwarder obligation is to conclude, on its own name and on behalf of the client, one or more contracts for transport and to fulfil all additional activities related to the performance of its main obligation.

The responsibility of the freight forwarder may occur in case of not fulfilling the obligations stipulated with the forwarding contract or with the additional order form of the client, or if the obligation is performed improperly or partially. The forwarder is liable for damages that results from non-performance or incomplete performance of the undertaken obligations, unless if proves that the failure or partial failure of these obligations occurred due to conditions that in any case excluded his fault. Also, the forwarder is liable for selection of the carrier and other persons with which he concluded contract for realizing the order form , but is not liable for their work, unless if that liability has undertaken with contract. The forwarder who will entrust the realization of the order form to another forwarder, instead of personal realization, is liable for the work of other one (Gjurovikj, 1990: 115).

By hiring a forwarder, the foreign trade company is free from the care for the delivery of goods. The forwarding company will ensure maximum effective transport because it knows transport services very well. The forwarding company carry goods for a larger number of clients, by which provides carriage discounts and in same time provides savings for the foreign trade company.

Within the international trade, two forwarders are engaged. One responsible for export and another for import. The task of the export forwarder is organization of delivery to the place of delivery, while for the import forwarder obligation is accepting the mails and organizing their delivery and arrival at the agreed destination.

INVOLVEMENT OF HUMAN RESOURCES FOR ACHIEVING EFFECTIVE AND EFFICIENT CUSTOMS AND FORWARDING OPERATIONS IN THE REPUBLIC OF MACEDONIA

The Republic of Macedonia is a particularly interesting area for analysis of the impact of customs regulations and forwarding operations in terms of effectiveness and efficiency of human resources in order to create a realistic picture of the overall created atmosphere and the impact of this phenomenon on increasing the forwarding company profitability. The conjuncture which is typical for this country and also sets it apart from others in the region is the pursuit of regular implementation of European legislation, which is reflected in the whole framework of action in this domain, but also has an impact on the legal, political and economic-social aspect. Consequently, the achievement of positive results in this area can be achieved only through accepting the importance and also the impact of human resources, in the work process and action within the enterprise and as well in terms of communication with clients and state institutions which are responsible for sanctioning violations of certain legal provisions or failing to meet the specified regulations.

On the other hand, it is especially important to recognize the internal situation of the forwarding companies and customs authorities within the Republic of Macedonia. The internal synchronization and respect of the way of functioning of the forwarding company and customs authorities, in accordance with established positive legal regulations, represents a particular challenge but also the key to efficient and effective cooperation.

Namely, the human resources of the forwarding company are requested to demonstrate a high level of knowledge of customs regulations for import or export of certain goods and to coordinate the same in accordance with real possibilities of the company without creating a "vacuum" of space for possible mismanagement and at the same time circumventing those rules. All this is necessary for the purpose to facilitate adjustment of the conditions dictated by foreign companies in order to set up a transparent and reliable cooperation. Exactly this is the most important field of activity of human resources and must function seamlessly, with mutual synchronization between the staff and the business acting with foreign clients and associates.

The customs administration in Macedonia implemented and realizing a series of projects that are expected in the future to facilitate the work of customs officers and trade companies. The goal of all additional activities is to reduce the corruption level, less customs fraud and more efficient working. That's why this is one of the aspects that will help to raise efficiency and effectiveness level of the work of human resources in these services.

The application of these modifications will allow faster work of the staff of the Customs and economic operators but also will help them to work more efficiently and on moreeconomical way. The ultimate goal is to offer more quality service using a greater expertise. The customs strives to be the best service for citizens and businesses, and to achieve this it must work continuously to strengthen the capacity of human resources.

CONCLUSION

The Republic of Macedonia has a key place on the Balkan Peninsula on the basis of its geographical position, where strategically it is necessary to determine continuously improving of conditions for the revitalization of its routes, but also to affect on the simplification of their transits and border procedures, and thus it will multiply the effect of its position.

Focusing the customs regulations to the process of adjusting the legislation with the European Union, i.e. European customs regulations, is particularly important because it contributes a lot for improving the real situation regarding the continuous improvement of the established customs functioning system. All these contribute to daily customs operations reliefs which ultimately leads to raising the competitive position of forwarding companies in different economic markets, as well on domestic market.

The main problem that appears in forwarding and customs operations is mutual non-coordination of human resources and unclear vision about the mission and vision of the institution/company. Consequently, this inefficiency is reflected in further contact with colleagues and clients, particularly in the coordination between the departments of customs authorities and forwarding companies.

Based on the abovementioned analysis, is recognizing the importance of human resources within the forwarding companies and customs state institutions. Thereat, the fulfilment of various roles of the responsible persons for managing human resources has a positive impact on the improvement of work in the whole organizational system. That leads to the realization of operational and longer-term targets which ultimate purpose is realizing the strategy of the institution. Moreover, in order to encourage efficiency and effectiveness of human resources, it is necessary to pay attention to the following:

- A request, employees to act in order to achieve the set goals, but not constant insistence and emphasis on it, because it can suppress the individualism and, even more, the creativity (the collective to be treated as subject , not just as an object).
- Emphasizing the positive strengths and achievements, not just the failures and mistakes.
- Creating a work environment where everyone feels like a part of the team. This creates preconditions for taking the best from each employee , the best he/she possess, certainly for achieving the strategic objectives.
- To create such a work environment in which will be create impression that by achieving the general, common objectives will be also realize our individual ones, not otherwise.
- Carrying out a participatory management.
- While planning and realization of any activity in the institution, each employee can express the own opinion. On such a way, each employee will be create an impression that his/her opinion is valuable, too.

The efficient and effective operations of the human resources within the customs authorities and forwarding companies could contribute to facilitate the coordination between these institutions and also to improve the transparency level of shared information and availability thereof. Also, it can lead to easily goals fulfilment of these institutions in terms of adaptation to European legislation and regulations in the area of customs and forwarding operations.

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KNOWLEDGE MANAGEMENT FOR HUMAN AND ORGANIZATIONAL DEVELOPMENT NEEDS

Abstract

Everyday changes and competition necessitate continual application of knowledge management by contemporary organizations. The benefits from this are successful accomplishment of the knowledge-related processes and their easy adjustment to the requirements set by businesses. These targets can be achieved by well-trained staff armed with the theoretical knowledge needed, i.e. the targets are unachievable without organizational knowledge storages. Challenges related to this issue refer to the culture of gathering knowledge and later analyzing it. In order to achieve this, successful sharing of knowledge and application of organizational learning is a must. It can be done by using knowledge maps. This will ensure the desired dynamics of the organization that will match the anticipated organization strategy. That is why knowledge is considered to be an asset which is of crucial significance for the organizations' survival and sustainability. It provides conditions for the company to successfully face the challenges, something that would be impossible without making use of the people's capacities and without their successful integration.

Key words: Knowledge management, sharing knowledge, organizational knowledge, human capital, organizational achievements.

INTRODUCTION

Research done in the course of the past years was aimed at studying knowledge and its management for the needs of an organization, as well as ways of managing knowledge-related processes. This was particularly important, because the developments and improvements in the field of Information communication technologies (ICT) and mobile telecommunication offered some different ways of reaching the competitive goals of current organizations. Accordingly, priority number one was studying knowledge-based organizations, which, in turn, raised questions such as, what kind of management they need and which are the research areas of knowledge management which stem from the requirements set by knowledge-based performance. When doing the research, it was our economy and its needs, as well as competition coming from both the neighboring countries and those on larger scale, that were taken into consideration.

With the purpose of achieving these goals, and in particular in those organizations that properly value knowledge, task number one is to identify the role of knowledge as an asset, resource and a means of the respective organization, which ensures achievement of the organization's preset goals. In a broader sense, it must be emphasized that knowledge bears great significance when managing intellectual capital on a state level or when doing it on a larger scale. Therefore today's contemporary and competitive organizations which are striving to reach domestic and international markets and to stay there, need to map their knowledge (Hislop, 2013), to create their own organizational memory and to develop the necessary organizational structure.

Significance is also given to the regular activities of the organization, wanting thus to accentuate the knowledge protocol (Leistner, 2010) that exists between the organizational processes, on the one hand, and acquisition of the knowledge relevant for the respective purpose, on the other hand. An outcome of these endeavors is creation of new pieces of knowledge which is indispensable for resolving the previously identified problems. Organizing these activities is possible, providing such cooperative culture is created, by which it is possible to successfully share knowledge within the organization. This will allow the organization to actually be able to carry out its business dealings, on condition that special procedures for knowledge coordination and later its processing are established. This is supposed to be executed by appropriate management who will be able to control, measure and adapt all these processes to the ever-changing environment.

These changes, in turn, should be based on the organization's capacities to monitor its needs for better performance. These capacities are largely dependable on the processes underlying successful knowledge management, one of which being sharing knowledge, affecting thus directly the learning process in the organization. Organizations apply all these previously mentioned activities thus directing the organization towards accomplishment of the desired efficiency (Ganguly, Mostashari and Mansouri, 2013), stability and commitment to organizational learning. The ultimate goal is the organization to acquire the strategic advantage that will rely on the cognitive capacities of the organization's personnel.

This will contribute to reaching the desired dynamics of development of the organization. That is why the organizations necessitate well trained management who will properly identify and later apply the skills and responsibilities needed for managing the initiatives that demand knowledge. As a matter of fact, this managerial staff arise from those people who are gifted enough to easily achieve such goals, at the same time being able to identify, extract and make use of the knowledge already existing in the networks they participate in, or apply the knowledge on the spot, where it already is. What we are talking about is in fact the networking of today's knowledge management which is supposed ultimately to lead to enhancement of the intellectual capital (Choo and Bontis, 2002) both within the organization itself and on a wider scale, which could result into increment into the relevant country's GDP.

KNOWLEDGE AND MANAGEMENT

The need of competitiveness and development (Cumming and Warley, 2015) has placed knowledge on the pedestal, a position it actually deserves. Nowadays the field of services provision assumes hiring professionally trained staff, people (Baron and Armstrong, 2007) with excellent command of data and information on the respective areas. Such type of knowledge is commonly associated with information-related contents, adaptability to the working conditions and issues requiring solution, implementation of the previously already gained knowledge, and working in already networked environment. Basically, it is something that can create knowledge (Ikujiro and Nishiguchi, 2001) which later can be applied in relevant fields.

It is exactly the previously mentioned reasons that make issues related to knowledge to be normally related to occupations which can generate particular kind of knowledge, referred to as unique, optimal, one-of-its-kind knowledge. This type of knowledge is quite unlikely to be easily copied or transformed, primarily owing to its complexity. Consequently, organizations possessing this sort of knowledge can be looked at and considered from perspective of the knowledge they possess, which is now regarded as a valuable asset for gaining a strategic advantage.

Actually, this type of knowledge, i.e. the work that generates such knowledge, is associated with possession of appropriate and applicable theoretical knowledge (Krogh, Roos and Kline, 2000) about the respective area. Individuals working on such tasks are supposed to possess a certain degree of creativity, to be ready to cooperate, and to be ready accurately and in due time to perform the tasks assigned. That is the reason why in the organizations there is a continuous need of acquisition of that particular type of knowledge that is expected to fill in the gaps caused by the previously gained but now insufficient knowledge. With that purpose, a number of diverse activities are employed to properly train the staff, by insourcing or outsourcing highly skilled and experienced trainers for that purpose. In case the goals expected are still not achieved, another option is getting to knowledge by means of consultation or by provision of personnel that does not work in the concerned organization but they are indispensable, i.e. by outsourcing such staff. Another common approach is using workshops, where by participation of renowned experts on knowledge implementation, conditions are created for knowledge processing (McInerney and Koening, 2011). The ultimate outcome is supposed to be improvement in the quality of the products, services and processes, applying appropriate equipment for their realization, activities that will all together lead and take the organization to the preset goals.

The business world quite frequently sees knowledge as a resource, and therefore it is very important to apply knowledge management. Namely, reaching a competitive advantage means having products or services which are extraordinary and outstanding, both with respect to their quality and their performances and properties, something that customers value a lot. Therefore, knowledge has to be fully understood in order to be properly managed. Successful execution of all the processes related to knowledge management is priority number one, some of the processes being knowledge identification, done primarily by means of application of the ICT developments and their accessories, then generation of knowledge based on previous, already gained knowledge, sharing and transferring the newly acquired knowledge, performance of a variety of analyses, and last but not least, good managerial staff who will support, monitor and guide all these activities.

All this can create good grounds for further usage of knowledge in researches, for studying its values and the prerequisites under which it can be shared, and for finding the most successful way of its application. Such activities are supposed to yield certain benefits for the organization and to be advantageous for the organization's competitiveness. The very accomplishment of these efforts and intentions can be managed by applying the information-communication technologies available nowadays. That is why it is very important for the management to succeed in including knowledge management in their organizational visions.

Accomplishment of these goals is impossible without an appropriate organizational culture which can readily and adequately respond to the challenges present in the environment and to offer support when gaining sustainable competitive advantage. Commonly, an organization culture (Schein, 2010) comprises the already existent ways of behavior acquired within the organization, all kinds of written documents that have certain value for the organization, the manner in which things are being done and realized in the organization, as well as diverse standards. Organizational culture can be looked at as an organized group of people who have already gained some specific and distinctive forms of knowledge by which they actually distinguish themselves from the other groups. This specific knowledge, with relevance to the organization culture, can also be acquired by all kinds of narrations and lectures, then by the organization's design, or through management systems (King 2009).

Therefore development of this type of organization culture is a must, culture that with the staff's adaptability and commitment to work will lead to stabile development of the organization, applying the changes that are bound to happen in the system of values of the organization as a result of the threat of competition. This can be done by including the necessary knowledge of the organization, by taking into consideration the mission, as well as by full commitment and continuity in the endeavors to be successful in what is produced or created.

For the process of knowledge application, we can use the organizational memory. This process is normally associated with activities done for creation of new knowledge or for solving a problem. It is aimed at saving the information and knowledge valuable for the organization's performance, in order to allow proper knowledge processing. This is done so as to take the organization to the way of better integration of information and enhancement of the organization's performance efficiency.

In the books related to this issue we can encounter a number of activities related to organizational memory (Walsh and Ungson, 1991). Some of these activities are knowledge processing and monitoring its dynamics, acquisition of knowledge, storage and recording of knowledge, storing of documents coming from diverse media and being in various formats, provision of ways of gaining knowledge, and knowledge retrieval when needed. All these activities shall be accompanied by well thought-of conditions and requirements to fulfill if wanting to apply them, as well as possibilities to interpret knowledge, storage of the informative comments concerning its significance, and ways of knowledge transfer.

Successful application of the organizational memory is in fact existence or construction of a relevant organizational form. Its role is to ensure sharing of knowledge and prompt the learning processes, thus preparing the organization for more energized activity that will lead to improved organizational achievements. This seems to be of particular significance when the organizations faces challenges not encountered before. Therefrom arise expressions like strategic projects or directed groups, whose objectives are drawing up pertinent strategies, developing ideas, ensuring active learning (Argote, 2013) and disambiguating certain issues.

All this is achievable provided that the organization's management and owners have full understanding of the necessity of this type of joint activities. If you want it to happen, it is a must to continuously apply and explain the expressions *knowledge management* and *organizational knowledge*. For these reasons, social integration within the company itself, as well between the company and the other people in its surroundings, shall be encouraged. Thus the organization will be treated as a comprehensive dynamic system.

CHALLENGES OF KNOWLEDGE MANAGEMENT CONCERNING DEVELOPMENT OF THE ORGANIZATIONS

One of the problems commonly encountered by organizations is drawing up a design that will match the organization's business processes. In this case knowledge management can be implemented for designing or redesigning business processes which are actually leading and taking the company to successful realization of its process, which, in turn, can be ensured on condition that relevant knowledge has been mastered and later used for the business processes. To be able to achieve this, the company must be prepared and ready for self-analysis, to have capacity and ability to analyze its own knowledge. It would be particularly useful if the results of the analysis were later used for synthesization of knowledge, which is an achievable goal providing that previously the results had been shared by the organization's personnel in charge of it. These activities are to be taken quite seriously, as they have very much in common with organizational design.

For the above mentioned reasons, knowledge management shall be implemented as a way of successful redesigning of the business processes. The initial activity is to comprehend the real-time operation of the business processes. This can be supplemented by active usage of ICT for this purpose and timing of the business processes, activities that are made possible by successful mutual cooperation among the organization's staff, as well as between the organization and its clients, the management, the suppliers, cooperators and in general, the organizational learning.

A question to be answered is: how to accomplish it all? The answer is, there are approaches and manners that coordinate and link the activities related to knowledge management, and which can be successfully supported by ICT infrastructure. Such knowledge management processes (Ikujiro and Nishiguchi, 2001) are: gaining knowledge, synthesizing and using organizational knowledge, knowledge transfer, and networking that makes learning within an organization possible.

This contributes to improved or even impeccable accomplishment of the business processes, which can take the organization to new values and to realization of the desired competitive advantages grounded on a union between the organizational design, business processes, human resources, ICT infrastructure and knowledge management. This is a way to provide the prerequisites necessary for smooth and seamless flow of information, which indirectly means support for the creative processes within the organization, creation of new knowledge, renewable exploitation of the organization knowledge and of the learning processes applied in the organization.

Organizations that are willing to respond to their clients' and owners' needs have to work on and be committed to creating such an environment for their employees which will enable them to make decisions based on previously gathered and well-grounded information. This is supposed to be proceeded by successful battling the problems encountered by the organization. Therefore management in charge of knowledge in the organization must be very well familiar with the decision making process, and especially the organizational database for business processes. These processes ordinarily include identification, creation, modeling and sharing knowledge and its application wherever needed.

Nowadays all the activities associated with settling an organization's problems can be aided and accomplished by the contemporary ICT advancements. However, already existing knowledge and experiences must not be neglected by anyone applying these intellectual technologies. This creates grounds for implementation of knowledge management in activities such as perceiving the latest developments, their implementation for further studies and research, which can contribute to creation of more advanced and distinctive products which do matter a lot for survival of the organization and achievement of its visions in today's exceptionally competitive environment.

It is a regular procedure when settling an organization's problems, to compare the present state with the desired achievements. In order to realize this, the weaknesses that occur in data, the organization dynamics and databases need to be coordinated with the knowledge of those people that deal with the processes of decision making. This necessitates precise defining of these sorts of knowledge, thus ensuring commitment and organizational creativity in conditions of social insecurity which is invariably a result of insufficient knowledge.

For that reason knowledge management should be particularly interested in acquisition, creation and adjustment of the knowledge needed. Additionally, access to the systems of management science (Bagad, 2005; Anderson (eds), 2014) is crucial, too, as well as data gathering and their retrieval (Thierauf and Hoctor, 2003) and tracing knowledge that must further be accordingly distributed and used where needed. The very noticeability and distinction of knowledge might be of particular interest for the management

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One of the sophisticated informative ways of applying knowledge management is usage of knowledge maps. This way of knowledge management is designed to enable knowledge analysis in the organization. It is preferred in team work, especially when having to share knowledge for finding solution to organizational problems. As for its individual use, it is favored when studying previously acquired knowledge, but also as basis for further research, which is necessary when pursuing goals.

Knowledge map application is within tools that are applied in knowledge management. It allows graphical representation of knowledge, all with the purpose of reaching an intelligent way of improving the organizational processes. This can be done by approaches which consider the processes and problems in an organization from a number of perspectives, thus visually presenting the shape of knowledge. Knowledge mapping allows synergy of knowledge contained in people, processes, experiences, documents and various applications and databases. It is craved by organizations that strive to successfully present their products and services.

Another aspect that needs attention is simplification of the complexity of processes in an organization, regardless whether we have in mind human dimension or computer-supported processes. The point is how working processes are interwoven and interlinked, at the same time being supported by knowledge-related processes (Rubenstein and Geisler). This is very important for the sake of coordinating the ways of communication within an organization, when it comes to knowledge application. This will allow well-structured approach to the problems and processes in the respective area and better application of the relevant knowledge. Basically, we are talking about different organizational concepts and relations.

An important issue to be addressed too is why it matters a lot to have good cooperation within an organization, which obligatorily is based on mutual trust. The answer lies in the fact that those are organizations where knowledge is considered something processable by people, of course, assisted by ICT. These scientists need to be previously appropriately trained so as to be able to better manage knowledge.

The topics addressed in the training process can be associated with comprehension of the dynamics-related problems in the organizations, decision making related to these problems, designing complex organizational programs, experimenting with and carrying out a variety of scenarios, or direct participation in organizational processes.

Realization of this organizational dynamics and knowledge of working processes assumes incurrence of certain costs for implementation of knowledge management. Accordingly, we need approaches defining the manner of proper knowledge shaping and its development, knowledge adjustment to its specific usage, including individual usage. In other words, it is necessary to overcome the barrier existing between simulations and their concrete application aimed at achieving the organization goals.

Realization of knowledge flow is for the sake of successful organizational behavior (Nelson and Quick, 2013), and it originates from business processes that are continually fed with knowledge which, in turn, help the processes to be accomplished. This is notably significant in conditions of international competition where dominant business processes can be successfully carried out and completed. This objective is achievable providing there are conditions in the organization that allow knowledge flow for such needs. Hence it is of crucial importance for these processes to be coordinated with policies in the organization and the intentions of the management.

There from there is a need for full usage of the organization's potentials in order to boost its performance. This is attainable as long as there are processes capable of assessing how individual knowledge can contribute to reaching organizational achievements, and still more important, whether these achievements are sustainable in the future. One of the approaches to this issue is comparison among the organizations present at the market on a range or parameters. That is a way how to identify the others' mistakes and learn from them. The second option is to study their organizational design, thus identifying that organization's knowledge values.

Knowledge is considered as a principle means that ensures sustainability of the organization and to envisage its future relying on knowledge-based processes. They are the source of origin of the targets that knowledge management is supposed to achieve for the organization. Therefore these knowledge-based means have to be adequately protected and controlled. This covers both already acquired knowledge for the respective system of knowledge, as well as the instructions regarding its management.

All this primarily refers to knowledge bases where generally various types of documents are stored. What is important is the way they will be stored and indexed, but also the way they can be retrieved. This predominantly applies to the way they can be accessed and the responsibility borne by those guarding and using these knowledge bases. Nowadays there is an array of protection and control systems which aid in proper usage of knowledge management.

NETWORKING OF KNOWLEDGE FOR THE NEEDS OF DEVELOPMENT OF HUMAN CAPITAL AND SUSTAINABILITY OF THE ORGANIZATIONS

The very fact that knowledge is regarded as basis for gaining competitive advantage indicates that knowledge should be guarded. It is an asset essential for sustainability and survival of modern organizations. In order to achieve that, special consideration should be given to types of knowledge and its features. This especially applies to knowledge which is either additionally acquired or already present in the individuals and thus can be used individually or by using ICT. Hence are the differences between data, information and knowledge.

For instance, knowledge can take descriptive form, can be processed or can arise from causality-based relationships. They can arise from personal contacts, from the process of communication, through internet communication (e.g. using e-mails); it is already possible to do it by smart phones and by usage of state-of-the art ICT technologies which allow communication both among people and among the working processes. Storing the entries/records arising from these activities is important for the organization, as they can be stored both in classical or digital form. In future new pieces of knowledge significant for the organization in question can be generated from them. In this process leading is the role of the latest advanced ICT.

Realization of these goals and values for the organization is possible by sharing knowledge and development of organizational culture which the organizations should apply and cherish. Organizational culture can be realized by people or applying ICT. This is normally done so that documents with instructions significant for the organization’s performances are accessed applying ICT, or this information is possessed by highly experienced people. So, based on where knowledge can be stored, the documents can be in paper form, electronic form or memorized by people.

This can be good grounds for facing the market challenges, particularly using management of intellectual capital, where we have the case of specific knowledge-based capital of the organization. This knowledge is increasingly rising, in future it will be upgraded, and their successful application will allow more dynamic and more complex development of the society. This is particularly important in conditions of open domestic markets where good quality products can be found.

These are the very reasons why higher efficiency and effectiveness of the markets where products and services are marketed, is a necessity. This is attainable by creating new pieces of knowledge regarding the working process and by selecting the previously gained knowledge needed for the organizations.

Identifying and tracing these types of knowledge is important for determining individual and shared knowledge. One specific feature of knowledge is its having a meaning and being applicable. Actually, its value lies in perceiving its applicability in cases of organizational behavior. Hence the multifold approach to knowledge management, seeing it as something which contains the complexity of the organization and at the same time uniting processes such as acquisition, creation, sharing and application of knowledge.

All these items can be managed if they can be measured previously. Namely, each successful organization needs to create results that will place it at an appropriate position on the market and in the society. This is feasible providing a strategic basis, as well as a learning system in the organization regarding the competition on the market is created and additional organizational capital.

As yet a number of researches had been carried out (Tatachari, Manikandar and Gunta, 2014) concerning how the knowledge gained from the subject knowledge management is used to benefit the organizations. The results obtained indicate that knowledge management in organizations is used mainly when developing the organizational strategy (Harington and Voehl, 2007), preceded by creating a culture of trust, sharing knowledge and openness of the organization when talking about its development. This actually ensures success in implementation of knowledge management which is based on cooperation and on initiatives related to realization of the systems of knowledge management. The objectives to be reached are associated with improvements in the organization's performance, easier making organization-related decisions, and all that to be available from knowledge bases and by management of previously gained knowledge.

In that way organizations can successfully shape their organizational culture which encourages knowledge sharing and allows organizational learning by diverse forms of training supported by ICT. Additionally, organizational culture enables making close bonds with clients and accomplishes the needed competitiveness which is based on organizational intelligence. We must also mention that these endeavors put in searching for competitive advantage date as early as at the time of introduction of scientific approaches to work organization, and later the results were upgraded with the introduction of digital computer networks. Their purpose is to enrich individual knowledge which is used for the needs of organizational efficiency.

All the above mentioned information point out that in order to be successful in conditions of high competition and abundance of project ideas, we need organizations that will value performance based on knowledge. This is particularly true nowadays, in conditions of expansion of ICT and its everyday application in day-to-day activities of the competitive organizations. Therefore knowledge is regarded as a means that can ensure continuity in sustainability of the organizations. It is based on mobility and adaptability, on continuous self-upgrading and realization of our own research activities, on team work, ICT and theoretical knowledge that are expected to generate creativity at the places where knowledge is needed.

CONCLUSION

The above clarified tasks of knowledge management can be achieved if the organization succeeds in using and integrating its personnel (Wiig, 2012), processes, technological means and knowledge it possesses, and the organization can do it on a daily basis. In that way, it will manage to enhance its products and services, to encourage people to create ideas that will later be realized within the organization, and if possible, to reduce the expenses, at the same time reaching the desired price for the products and services in question. In addition to that, the organization will be able to manage its investments as it is capable of handling its capital and assets applying knowledge, practices sharing knowledge and in particular, is able to face and fight its weaknesses.

These efforts can drastically reduce the feelings of insecurity, in particular the feelings stemming from the tensions in the organization's environment. Therefore in future the organizations will more frequently need to take activities that are supposed to picture their intelligence for networking and accessing its data, procedures and rules that will tend to generate organizational creativity. All this will contribute to realize more easily the necessary changes in behavior and in the organization's integration, as well as the business activities aided by its organizational structure.

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