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PERSONNEL PLANNING SEGMENT OF HUMAN RESOURCE MANAGEMENT

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Abstract

Human resource planning is a roadmap that describes how the organization will meet its current and future human resource needs based on the organization's strategic plans. Human resource planning is a key element in ensuring the success of the organization because it is a systematic process of reviewing and anticipating the need for human resources, in order to provide sufficient employees with the necessary skills and abilities to achieve the goals of the organization. Human resource planning provides the basis for human resource decisions in anticipation of future changes. The planning process deals not only with the projection of the workforce, but also helps in the planning of retirements, the planning of the succession, and becomes an important strategic function for the whole organization. This is necessary not only to achieve current goals and objectives, but also to create a competitive advantage.

Keywords: systematic process, strategic plans, human capital, organization
JEL Classification: O15

Introduction

Human resource planning can be a formal or informal process that should contribute not only to the efficient operation of the organization but also to the management of the organization in the future. The goal is to achieve optimal utilization of existing human resources and planning for future needs. The planning system identifies the developmental needs of individual workers so that they can be useful in the future.

Comparing current available human resources with future growth-based requirements, expansion plans, identifying skills and competencies, making decisions and developing future human resource management plans is a basic human resource planning process. The process takes into account all aspects of the workforce, including requirements for future employee skills and competencies.

Human resource planning provides the basis for human resource decisions in anticipation of future changes. The planning process deals not only with the projection of the workforce, but also helps in the planning of retirements, the planning of the succession, and becomes an important strategic function for the whole organization. This is necessary not only to achieve current goals and objectives, but also to create a competitive advantage.

The human resource planning system also helps to increase the efficiency of employees by providing opportunities such as transfers, rotations and promotions and also helps employees to clearly understand their role and responsibilities in order to achieve the goals of the organization.

Defining personnel planning

Human resource planning is the process of developing a strategy for regulating the number and capabilities of human resources in accordance with the needs of the organization. Planning helps the organization to attract, recruit, retain and optimize the distribution of staff needed to meet certain requirements and goals, and to respond to changes in the external

environment such as technology, competition and other similarities. It is usually defined as the process of anticipation and creating care for the movement of people in the organization, outside and inside the organization in order to provide the required number and structure of employees. (Savić, Aleksić, Grubić - Nešić, & Tot: 1998: 248).

In the process of human resource planning, the future of the organization should be taken into account, and the strategic plans of the entire organization should be taken into account. Human resource planning is a support to the strategic plans of the organization because it provides an answer to the question of whether the organization has the human resources with the necessary skills and knowledge to be able to realize the strategic plans. In this way, human resource planning is directly related to strategic planning.

In addition to aligning the planning process, the link between strategy and human resources also focuses on developing key competencies. These key competencies will help the organization gain an edge over its competitors and take advantage of this by learning faster than others in the industry.

Organizations in which the planning function is marginalized will sooner or later face a shortage of employees with an appropriate educational profile and serious difficulties in achieving the projected tasks and goals. The main purpose of human resource planning is a realistic assessment of where the organization is now, where it is going and whether it is equipped with appropriate "passengers", i.e. employees. There must be a system or knowledge, a real indicator that speaks to the strengths and weaknesses of the employees currently working in the organization, to build on the knowledge of "where is going" the organization can assess the competencies needed in the future and whether there is a mismatch between the current situation and future needs. (Tanasijević: 1999: 125-189. Nothing is done in isolation, because the planning of human resources must take place in accordance with the vision and strategy of the organization.

The role of top management in the planning process is:

- Defining organizational goals
- Approval of the human resources plan
- Correction of the human resources plan

The human resources department makes the human resources plan that should meet certain requirements, as follows:

- Defining the time period
- Coverage and details of the plan
- Clear and up-to-date information

The role of the human resources sector is to predict the supply and demand of labor that should be based on management assessments, statistics, job analysis, assessment of existing resources and the likelihood of reduction based on internal and external factors. As a result of all these activities, a human resources plan is prepared which should: (Cenzo: 2000: 145)

- Harmonized the projected supply and demand on the labor market
- Identify key areas
- Creating contingent plans (if-then)
- Assessment of the level of utilization of employees

Planning models can range from very sophisticated estimators even a decade in advance to very simple ones based on planned production or sales volumes. It is important to have

accurate forecasts of trends and market movements. Many organizations respond to change and economic hardship by reducing costs, which usually leads to staff reductions. As a result of the changes, certain processes may be abolished, as well as bureaucratic layers, and more attention should be paid to the necessary skills and knowledge that employees should have. Such reengineering can cause difficulties in human resource planning as it is usually followed by staff reductions.

In order to increase profits, employees are often treated as a number, an attitude that is present in many organizations, despite the fact that the loss of employees can have negative consequences for the organization, because it means an outflow of skills, knowledge that employees have acquired. his many years of work. Endangering productivity by reducing the number of employees can be detrimental to those who remain in the organization. The same applies to managers who, due to reduced development opportunities, become less loyal or "burn out". (Stanković: 2001: 256-267)

The difficulties faced by human resource managers arise primarily because human resource planning is seen as a product, ie a plan, and less as a process in which employees are treated as a significant input in the organization. Although plans are generally predictions, controls and interdependencies of certain processes and activities, it is necessary to see human resource planning as a continuous and uncertain process, and not as a specific product that should be strictly adhered to.

It is for this reason that working with people is a sensitive and complex process that is constantly changing, developing and upgrading. Therefore, planning can be said to be an activity that achieves the desired results in human resource management and should be a priority business strategy in organizations.

Human resource planning can be viewed from several aspects, the most important of which are:

- Planning for future needs - it comes down to planning the number and professional profile of people that the organization needs in the near or distant future
- Balancing planning - compares the number of required employees with the number of employees who are assumed to remain in the organization
- Planning the temporary or permanent dismissal of employees - is done in organizations where due to technical - technological progress, organizational changes and other reasons, there is a need for some employees to be declared redundant,
- Outflow planning - refers to people who are retiring, those who will be absent for a long time, etc.
- Planning the hiring of new employees - refers to the number, structure and profile of persons to be hired and predicting the dynamics with which they should be employed
- Employee planning, training and development - means defining the conditions, programs and goals of the training as well as the people who will take care of its successful execution

Planning is considered one of the most important management activities, which is why it is considered an integral part of the overall planning activities of the organization.

Theoretical views of the personnel planning process

Given that the personnel planning process involves several stages; there are several theoretical views on which stages should be identified as the most important for the success of planning. According to Stangl, Susnar and Zimani, there are four significant interrelated activities: (Stanković: 2001: 96)

- Talent inventory
- Predicting the need for labor
- Action plan
- Control and evaluation

Other authors, Todorović and subordinates, State that the key elements on which the personnel planning process should be based are: (Todorović, Đuričin, Janošević: 2002: 586)

- Elements for the future growth and development of the organization that should arise from the development policy, growth strategy (directions, methods and pace of growth), as well as from the set of individual business plans developed after the time of execution
- Elements for the current state of the qualification structure and degree of utilization of the available work fund
- Elements on the basis of which the future requirements will be assessed in terms of number and type of qualifications, which is performing analytical assessment of work and assessment of work productivity taking into account the indicators of technical development and directions of future growth of the organization
- Overview of the number and types of missing staff, which is expressed in terms of the current situation and assessed future needs
- Insight into the staff that the organization provides scholarships or is receiving additional training
- Data on the number and type of staff from current employees who have acquired conditions for promotion, as well as data on those who are expected to leave the organization due to retirement and the like.
- The condition and tendency in the development of educational institutions for individual profiles of staff and the length of their education
- Data on the development plans of the economy and especially of the industry to which the organization belongs
- Projections for the movement of the social standard

On the other hand, some authors Beardwell, Holden and Claydon, believe that the process of personnel planning can be observed through research and analysis, forecasting, planning and implementation and control. (Beardwell, Holden, Claydon: 2003: 160)

There is also a theoretical view of personnel planning according to Jackson, Schuler and Werner, which explains that there are only three phases: scanning and assessing the environment, determining the goal that should be achieved with certain human resource activities and the measures used to assess the achievement of those goals, and to develop concrete plans for human resources as well as a timetable for their implementation.

In addition to identifying the specific phases in the personnel planning process, Jackson and Schuler state that a very important aspect is the time dimension in which the planning is performed, i.e. short-term, medium-term and long-term human resource planning. (Jackson, Schuler, & Werner: 2004: 259) The reasons for this complex personnel planning process are that planning according to Hellreigel and Slocum increases the organization's advantage by employing the right people, develops a clear vision of goals, and increases the ability of the organization to adapt to changes in the business environment. (Hellreigel, Slocum: 2005: 322)

From the above concepts for human resource planning it can be concluded that, no matter how differently interpreted, they all indicate a complex activity that:

- It involves analytical work through detailed stages

- It is related to strategic planning, and thus is part of the strategic management of the organization
- Greatly affects the achievement of organizational goals, the achieved performance of the organization - on the basis of which can be linked the impact of the success of the organization and competitive advantage in modern operating conditions.
- Personnel planning must take place in accordance with the vision and strategy of the organization, in order to timely provide staff necessary for future business activities. The approach to human resource planning is different; we can talk about the existence of two models of personnel planning:
 - Traditional personnel planning model and
 - Integrated personnel planning model

The traditional personnel planning model is a model in which the emphasis is on the balance between the projected supply and demand of labor, in order to ensure the right number of real workers, in the right place at the right time. The integrated personnel planning model unites all aspects of planning, including the traditional model.

Phases and activities of human resource planning

Organizations that effectively plan human resources also increase their chances of improving business results. The main goal of planning is to timely provide the necessary human resources for future business activities. There are four stages in the human resource planning process:

- Collection of data on the internal and external environment
- Forecasting the supply and demand of human resources
- Harmonizing the supply and demand of human resources
- Monitoring, evaluation and correction of the plan

The first stage in the planning process is the collection of data on the internal and external environment. Data collection is performed for the purpose of recognizing and identifying the key factors of the environment, i.e. the factors that can have an appropriate impact on human resources and the management system.

Regarding the external factors, data are collected on the existing conditions and expectations regarding the work, relevant technologies, information on the competition, the labor market situation, the legislation in the field of work and labor relations. Planners must be aware of labor market conditions such as the unemployment rate, available skills, age and gender structure of staff. Planners must also be aware of the laws and other regulations that directly regulate the matter of staffing. (Florida: 2006: 229-240)

At the same time, data are collected on the factors of the internal environment such as strategic and business plans, current employment, the rate of labor fluctuation, the rate of leaving the organization. The assessments given when considering certain factors in the external environment are also of great importance.

The second stage in the human resource planning process is the forecasting of labor supply and demand. This should answer the questions, how many people and with what qualifications does the organization need to realize its business plan and whether it has those tubs or has to look for them from outside.

Qualitative and quantitative methods can be used in forecasting. Qualitative methods are suitable for small organizations and organizations that are new to planning activities, while quantitative methods rely on available data and the application of mathematical methods and

models without the use of subjective estimates. Qualitative methods for predicting labor supply are: Delphi technique (Bohlander, & Snell: 2007: 63-64) and normal group technique. While in the quantitative methods for forecasting the demand is: averages, exponential functions, trend projections, regression, linear programming, actuarial models, simulations, probability matrices and the like. A particularly important method is considered the succession plan which refers to the plans made by the organization in order to fill the most important positions in management. This allows individuals' careers to be planned and managed in a way that best suits the organization and ambitions of those individuals. (Dessler: 2008: 74)

The third stage in the planning process is the harmonization of labor supply and demand. The projected supply and demand should be analyzed to determine if they are balanced. In conditions of balance does not mean that the permanent staffing status does not need to change, but that the future situation requires the same number of employees but different qualification structure of employees, or the future situation requires the same number but different employee profiles and the like. If there is no balance, it is necessary to determine how it manifests itself - as a surplus or as a deficit. If there is a surplus, a number of measures can be taken in the organizations such as:

- Stimulating earlier retirement,
- Non-filling of vacancies,
- Redesign of jobs with redundant employees,
- Reduction of the number of working hours and the like

The organization must respond in a timely manner, so that the existing resources are used rationally, and what measure will be taken depends on the assessment and the specific situation in the organization, but in order to do it in the best and painless way. If there is a shortage of labor, the following activities are usually envisaged in the organization:

- Employment of new persons full-time and indefinitely
- Incentives and other benefits for employees not to retire
- Employment of part-time retirees
- Measures to reduce employee turnover
- retraining and retraining of employees
- Organizing overtime work and the similarities.

Which measure will be taken again depends on the specific situation and the assessment of the management, but it should not be contrary to the economic interests of the organization. For example, for relatively short periods of increased demand, it is better for employers to pay for overtime work than to hire new staff. Paying for overtime work is usually more economical than hiring new staff to train them and providing benefits for them. Alternatively, employers may transfer some of the work to another company or hire staff on a temporary basis.

The fourth stage in the human resource planning process is monitoring, evaluation and correction of plans. No plan is perfect and flawless though the people involved in their preparation should strive to make the plans realistic and achievable. Of course, mistakes and omissions are possible, because it is not easy to predict in advance what will happen in the planned period.

The planning process does not end with the adoption of the plan, it is necessary to continuously monitor its implementation. Given that the business environment is more and more uncertain and very changeable, it is often necessary to make possible corrections to the plan if such unforeseen situations occur. If the reality deviates significantly from the planned predictions, the plan can be changed and supplemented, everything that is not good should be changed.

Human resource planning is a timely response to change, especially in situations of introduction of new technology, expansion and increase of workload due to synchronized provision of employees with appropriate skills and knowledge. Planning can reduce the rate of employee turnover, which is often caused by the lack of long-term plans for development and advancement of employees in the organization, which can lead to the loss of valuable professionals. (Kulić: 2009: 355-396)

Human resource planning involves a range of integrated planning activities:

- Determining the required number of employees - quantitative plans
- Determining the required structure of employees - quality plans
- Determining the necessary activities for human resource development - planning educational activities, relocations and changing the structure of work, career, etc.
- Determining the need for new employees and sources of recruitment - a plan for providing the necessary human resources for the future activity of the organization and
- Determining the possible needs for reducing the number of employees in the organization

The bases for human resource planning are the development plans and goals as well as the strategic plans of the organization. The planning starts from the current situation and anticipates the changes in the scope and type of work, which allows anticipating the future needs of human resources. Certain information systems can also be used in planning to model the effects of group size changes as well as the transfer of employees from one team to another. Within such models, the organization is viewed as a system of workers, consisting of departments and streams.

Staffing plan and time horizon of planning

The purpose of human resource planning largely depends on the organization and the environment in which it operates, but the general goals can be listed as follows:

1. Attracting and retaining staff with appropriate skills and competencies needed by the organization
2. Predicting problems related to potential downtime or staff shortages
3. Development of well-trained and flexible staff which increases the ability of the organization to adapt to the uncertain and changing environment
4. Reduce the organization's dependence on the external environment, when key skills can be provided internally, by retaining and developing current employees
5. Better utilization of employees by introducing flexible work systems and more.

Staff planning is done for each calendar year and changes can be made during the year based on new information.

Organizations in which the human resource planning function is in its infancy usually plan for the short term - one year in advance with a special emphasis on the need for recruitment. Organizations with more experience in staff planning and with more complex needs can plan in the medium term - two to three years in advance. Some organizations have long-term planning - more than three years in advance.

The time period of planning and the uncertainty of the environment are highly interrelated. The greater the uncertainty, the shorter the useful planning period and vice versa.

Regardless of the complexity, the HR plan should answer the following questions:

1. What specific skills do permanent employees have?
2. How many current employees will remain in the organization?
3. What things currently exist?
4. What changes will occur in the work

5. What is the potential of employees for advancement?
6. What skills must employees have in the future?
7. How many and which people will be needed in the future
8. What things will exist in the future?
9. How should the policy and practice in the company be changed in order to be in line with the future personnel requirements?
10. Where in the future the organization will find future employees

The human resources plan contains:

- Employment plan from external sources with number, qualification structure, period of employment and the organizational part where the new employees will be employed
- Training and education plan with number, type of educational activities, dynamics and budget for those purposes
- Development plan and career directions of existing employees
- Plan for redundancy and how to solve this problem
- The plan, as the word itself says, is a product of the planning process, more precisely a draft according to which the planning process is realized.

Responsibility in human resource planning has managers at all levels, marketing department, human resources department in the organization. Monitoring and controlling employee turnover can be done through computational models to gain important input for decision-making in other areas of human resources, such as recruitment, promotion, relocation, training and career planning. . (Jelčić: 2010: 187-235)

Personnel planning and strategic planning

Strategic planning can be defined as the process of identifying long-term organizational goals and the actions needed to achieve those goals. Therefore, it is necessary to specifically analyze areas such as finance, marketing and human resources, in order to determine the capacity of the organization to achieve those goals.

The strategic planning process should define changes in the scope and types of activities of the organization. After defining these changes, it is possible to identify the competencies that the organization needs to achieve its goals, and thus the necessary skills. Human resource planning is related to strategic business plans in terms of the people needed to make those plans come true. What can influence the business strategy is the emphasis on the direction in which human resources should be developed, in order to be effective in achieving business goals, as well as in anticipating the problems that may arise, which should be solved in future, to enable the people who are needed to be available and able to contribute. Human resource management is a decision-making process that combines three important activities:

- Identifying and reaching the right number of people with the right skills
- Motivate them to achieve high performance
- Creating interactive links between business goals and people planning activities

In situations where there is no clear business strategy, the planning process may focus on specific areas within the organization where it is possible to anticipate future staffing requirements in terms of numbers and skills. An adequate number of talented people in the organization can help it create and maintain a competitive advantage.

Organizations must build employees who will adapt to the specialized needs of the organization. In that case, a longer period of time is required, but organizations can "buy" human resources, rather than "Develop" them internally. Namely, if there is a need for staff with specific skills (due to the development of a new product or appearance in new markets), it is difficult for them to develop quickly internally.

Human resource planning can begin after defining the organization's business strategy and setting strategic goals. Strategic planning is aimed at a longer period of time (10 years in the future), where there is a danger that the management of the organization will be oriented to its plan without taking into account the current state of the environment. Because of this, strategic planning turns into tactical, medium-term and annual, which is close to the present and represents a concrete effort of the organization for the current period.

At every level of planning, from strategic to tactical to operational, human resource management also performs planning, as a process that is builds on the levels of business planning. Namely, at the strategic level, the personnel planning implies perception of the external factors that affect the organization, what are the needs of the organization for personnel and how the management influences the future work. On the other hand, the tactical level of personnel planning goes deeper into the analysis and predicts the personnel requirements for a certain period of time. This part of the personnel planning predicts the number of employees needed for certain business activities defined by the tactical business plans. The last level of planning, the operational, from the aspect of human resource planning, implies the application of human resource management, ie. Development of action plans, through which all staffing activities will be implemented through training, and development, performance measurements and compensation, to organizational change management where different human resource strategies are defined to mitigate the effects of change.

Emphasizing the importance of people for organizational success, ie in general, the scientific activity with the "human side" of the organization and management is not something new. Relatively new is the real practical interest of companies for human resources and their development and their management as a vital interest not only for the development and success of operations, but also the very survival of the company. (Koteski, C., Jakovlev, Z., Josheski, D., 2013)

Conclusion

From the above it can be concluded that human resource planning and business planning are in a relationship of interdependence. On the one hand, human resource planning as a process occurs when managers have a clear picture of what the organization is aiming for, where it is going, and which path. By analyzing and reviewing the strategic goals, policies and directions of growth and development, as well as the specific business programs with the annual financial plans and monitoring and control systems, the human resources management can create action plans and implement staffing activities, trainings. , measuring performance and compensation, in order to enable smooth, accurate and timely achievement of tasks and goals that are set at strategic, operational and tactical level.

On the other hand, by measuring the performance of employees and achieving goals in a certain period of time, human resource management is a feedback to the management of the company. Namely, with the analysis of the achieved results, the satisfaction of the employees and the organization of the work in general, as well as the contribution of the employees for achieving the goals of the organization, the management comes to data that should be followed when compiling the plans for the next period. The human resources management is in charge of analyzing the personnel plans and their realization, to provide data that will be a guide for the next period of time and mitigating the consequences of those changes. Human resource management refers to all aspects of hiring and managing employees in the organization. Covers activities from strategic human resource management, human capital management, corporate and social responsibility, organizational development, resources (workforce, planning, recruitment and selection and talent management), learning and

development, performance and reward management, relationships with employees, employee well-being and employee service delivery. Human resource management also has an international dimension.

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