

MANAGEMENT POTENTIAL OF STUDENTS

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Abstract

Purpose of this work was establishing of basic latent dimensions at domain of management potential sociological attributes that really exists in wide student population. Work was drafted in a way that it is only scientifically acceptable, by means of robust methodological apparatus and data processing, to identify existing latent mechanisms that remain in student population. Results have shown stable sets of latent dimensions that can be described, so it was recognized: guidance, opportunism, leadership and delegation. This work has founded comprehensions about student population in the manner that was clearly recognized system of latent dimensions that really exists, that is not usually visible and that surely means starting point for any kind of scientific or practical acting in the future.

Key words: *students, management, potential, latent dimensions*

Introduction

Management represents an inevitable process of human existence owing to which humans have become what they are today and it worth for management, politics, economy, anthropology, etc. (Dragičević, 1993; Visković, 1997; Bahtijarević-Siber & Sikavica, 2001). It dates from the beginning of time or when viewed from other perspective, from the beginning of man (Bonacin Da., 2008). It is noticeable how recent historical periods bring more complex methods of management. In order to manage something at all, one has to be open for new understandings – for learning as a tool for human development (Bonacin et al., 2008; Bilić & Bonacin, 2007). Anthropological foundations of human kind were created in a thousand years of continuous interaction between the individual and environment (Bilić & Bonacin, 2007). Therefore, it is very important to find the right people for the right things at the right time, especially in management (Tsuchiya, 1996; Šunje, 2002; Malacko & Rađo, 2006).

This is true and the entire current international system and its relations prompt all the activities, from establishing proprietary and political relations to development of various economies lays on such conception (Pojskić, 2006). One of the basic tasks of the each new generation is, to put it mildly, to give their best in order to make living conditions better for the entire community if possible and in accordance with some kind of common customs (Haralambos & Heald, 1989; Fanuko, 1995). This is particularly a problem when it comes to management staff. According to that, the period in which an individual studies is the last phase that can "influence" him/her with arguments i.e. information because that is the reason why student started his/her studies – to gather new information and create new understandings.

Topic, problem and goal

The subject of this paper is the student population, specific for its many features, primarily because it is about future intellectuals and potential managers in social, cultural and technical sphere. After graduation, it is expected that they will slowly take a decisive role in modeling and implementation of management actions (Dragičević, 1993). Therefore the identification of the basic approaches to management that will be implemented later is not of little significance. For these reasons and for research purposes, a complex set of indicators is defined and they can provide information in a broader context of the current status of the student population. Methodologically speaking, it is about status section that needs to provide answers to questions of the current social status of students in management sphere and **the basic intention of the paper is to recognize the position of management potential of students in the area of selected dimensions of social attributes.** These settings direct activities towards the identification of social mechanisms that can be correlated with the potential management status of the student population. All this has a clear **purpose.** Although stochastic guidance of individual into high-ranking management segments (companies, education institutions, sport organizations, management bodies etc.) cannot be ignored, it is of key importance to identify the ways in which management activities are manifested in society or in its segments in general. This population was chosen for another reason and that is the fact that their general intensive development is mostly finished or is about to end, therefore they represent almost the final subjects of educational community program and their goals which have been realized to a certain extent. In that case, determining the potential of the management status is not of little significance.

All of that in order to take action on the basis of these understandings (if desired) in terms of selection, guidance or development including investments in particular sets of individuals eligible for action under certain management levels.

Methods

In organization of the University of Travnik - Faculty of Education, in 2010/2011, the international project "Research of sociological, management and moral values of students" (Principal researcher doc.dr.Dobromir Bonacin) was conducted. Data required by this paper are derived from that research. For the purposes of this paper a total sample amounts to 406 entities of both sexes aged 19-27 from the previously mentioned international research project. Therefore, a survey was designed in order to comprehensively define potentially interesting dimensions of student status from a representative sample (authors: Bonacin, Da. And Bonacin, D.) on the model of Likert scale where each statement is labeled with modes from "I strongly disagree" to "I strongly agree". The entities are described with a total of 138 indicators divided into seven domains but for the purposes of this study 30 indicators of hierarchical management potential were used. In order to complete the project, the student population was selected from a wider area to ensure intelligibility (Pula, Opatija, Rijeka, Split, Osijek - Croatia, Niš - Serbia, Mostar, Travnik, Kiseljak - Bosnia and Herzegovina). Within the methods of data processing after initial normalization of categorical data and calculated correlations of variables / indicators, factor analysis with rotation into orthoblique position was conducted. All computer procedures were adapted, prepared and coded by dr.D.Bonacin, and in accordance with algorithms published in literature (egg. Bonacin, 2004 and onward).

Results

The results of the factor analysis in the field of hierarchical management potential show the existence of four latent mechanisms i.e. factors responsible for variations of the initial indicators (Table 1). With variable analyzing, it is possible to conclude that mechanism described in first factor represents **management (or guidance)**, second factor represents **opportunism**. The third factor is described by variables that define **leadership**, and the fourth factor is described by the variables that define **delegation**. Relations among latent dimensions are uniformed values and all in the same size order.

Discussion

The area of hierarchical management potential showed that there are four latent mechanisms i.e. factors responsible for variations of the initial indicators. This means that in the background, within society and sample population there are exactly four mechanisms responsible for what is manifested. Once again, this is about the students.

They are still learning, receiving information, understanding and the ways of management activities that exist within the sample have already taken shape. Each of them has a part of these ways, because within such a hierarchical model of management potential there are natural laws and structure (Kalra, 1997). What does this mean? One might conclude from the aforementioned how each population knows very well what is what and who is who in society. And now they are on the last step of dependence and the turning point. The first mechanism represents **management**. Awareness of the need for the right leader within the organization is clear; it is obvious how highly positioned "people behind the curtains" often find good solutions, additionally, equally good is the impression of such true managers who pass on their visions and missions to their subordinates, listen to their assistants, jump in and lead when they have to and whose results depend on good management of key segments. In connection to this is the coordination of human resources and organizational blocks and strong link between them with constant monitoring and direct control of individual segments. In addition, expert advice of top-managers, appointment of a temporary project manager and individual direct control are inevitable. The second mechanism represents **opportunism**. Within the population there is an awareness of how a good deal of individual activities for personal benefit is justified because, as some people make a bit primitive conclusions: "if an individual (I) is satisfied in the organization – everybody is satisfied". Using the opportunities is almost always justified and good but the benefit of the organization must always come first. According to Wikipedia, opportunism (lat. opportunus = convenient, suitable) stands for the adjustment to suitable specific or situation or location. Opportunistic behavior is not always in accordance with personal principles, but is useful when it comes to profitableness, taking advantage, especially in political and social context. It is noteworthy how such social classes separate themselves already in the period of being a student. The third factor is **leadership**. Obviously there is awareness in a selected population of how a number of jobs do not demand more complex competencies. It is clear that there should be individuals who are completely outside the system of the organization and that certain actions should be completely independent of the goals of the organization. In this matter, much of the human resources must be available in accordance with manager's needs. What does this mean? It means that there is a mechanism within the population which represents the entire population's awareness that manager is different from leader. What is the difference? There is a difference at least in the fact that in the first case this first "person behind the curtains" will not take any action unless necessary, while the other can "digest" it through education. What does this need to have an individual who is completely outside the system mean? "Hide and seek" game? Everything else points to "pure managers" without any charisma of leaders.

The fourth factor is **delegation**. The existence of awareness that less important jobs should be distributed to less influential persons is evident and that any good organization is based on good bosses. In any case, management of smaller segments of the work should be given to good workers. The results of the analysis showed a mild bipolar distribution of positive values in the management factor, meaning that the sample is polarized in terms of "a leader or not". The sample is divided in that sense. What does this mean? Can we conclude that "Heads" are born? Other factors are normally distributed. Therefore, we can learn to be leaders, we can learn to be opportunists and delegates but we are not born as such. However, managers are born. Since this is about a latent mechanism, the polarization of this mechanism (management) equally emerges from behavior of managers and from those who are not managers, because managers automatically polarize everything around themselves. The space that remains after that is left to the leaders.

Other factors are normally distributed. Positive correlations between factors of high, low and equal values indicate that it is a homogenous space. This means that if we want to, we can carry out the selection and guidance because if someone has distinct characteristics of a manager in accordance with conducted research, we can select and guide them in certain specific and required direction etc. (Ngai & Cheng, 1997; Smedlund, 2008).

Homogeneity is important information because if you make impact on one mechanism in the population then you will make impact on other mechanisms as well. However, in this case the connection is not functional because it is not maximal, consequently, it not possible to operate fully, especially directly. The impact should be long-term, planned, and strategic. This is the future division of roles that are solidly connected but not completely functional. This means that delegation demands management, opportunism and leadership and vice versa.

Results

Table 1 Pattern matrix of Management potential variables

Indicators / factors	OBQ1	OBQ2	OBQ3	OBQ4	
In every organization there must be a true leader	0.85	0.02	-0.02	-0.05	
True controls its vision and mission transferred to the subordinates	0.74	0.07	0.00	-0.02	
The important decisions is always necessary to hear the opinion of the first assistant	0.86	-0.15	0.06	0.07	
The potential leader must be ready to jump in and lead the people	0.90	-0.06	0.00	0.05	
The results of the work directly depend on good management of key segments	0.75	0.03	0.00	0.11	
It is very important to coordinate the human resources and organizational individual blocks	0.59	0.15	0.01	0.12	
High-ranking "Shadow People" is often better to recognize good solutions	0.29	0.25	0.11	0.12	
Expert advice top-manager is a very important role	0.57	0.22	-0.16	0.14	
Sometimes it is very important to establish a temporary project manager	0.61	0.22	-0.02	0.01	
Parts of the organizational structure required a strong link	0.76	0.18	0.00	-0.09	
Management processes require continuous monitoring	0.85	0.14	-0.06	-0.12	
Direct control of certain segments of the organization is inevitable	0.64	0.39	-0.21	-0.07	
Using the opportunity is almost always justified and necessary	0.25	0.73	-0.02	-0.18	
Benefit of the organization must always be at the forefront	0.48	0.59	-0.12	-0.14	
A good part of the individual acting in a personal benefit is justified	-0.36	0.92	0.10	0.04	
If an individual is well organized - all is well	-0.83	0.84	0.06	0.31	
In the process of managing a very important person of trust	0.83	-0.02	0.02	0.05	
Reliable associates are the key people to assist in making the top	0.75	-0.05	-0.01	0.18	
Parts of the less important tasks should be assigned less influential people	-0.37	-0.02	0.11	0.89	
Busy with his work colleagues often provide value for the organization	0.62	-0.14	0.03	0.36	
Every good organization is based on good bosses	0.12	-0.02	-0.10	0.75	
Keeping small segments of work should be given to good workers	0.15	0.07	-0.07	0.65	
Without the people who carry quality, business tasks is impossible	0.55	0.00	0.03	0.29	
Without the right information to choose which specific tasks can not be made	0.70	0.00	0.17	0.02	
Certain procedures should be completely independent of the goals of the organization	0.07	-0.14	0.69	0.18	
It is desirable that the existence of individuals who are completely outside the system of organization	0.20	-0.16	0.72	-0.03	
It's good to have people in the organization for a number of different operational tasks	0.71	-0.10	0.39	-0.10	
A good part of human resources must be available for necessary control	0.46	0.09	0.51	-0.21	
A large number of jobs does not require too much influence in deciding	-0.22	0.21	0.85	-0.11	
It is good that many jobs do not require complex competencies	-0.32	0.11	0.79	0.09	
	OBQ1	OBQ2	OBQ3	OBQ4	
	OBQ1	1.00	0.63	0.58	0.67
	OBQ2	0.63	1.00	0.60	0.60
	OBQ3	0.58	0.60	1.00	0.55
	OBQ4	0.67	0.60	0.55	1.00

Conclusion

The results of the factor analysis show the existence of "invisible" latent mechanisms of the management potential of students, therefore we can conclude that there is obviously awareness in the population that differentiates management, leadership, opportunism and delegation. Positive correlations between factors of high, low and equal values indicate that it is a homogenous space. This means that affecting one segment would affect all the others. The population is aware of the world around them and we have to consider their capabilities (Harris & Feild, 1992; Roussillon & Bournois, 1997).

They know the difference between the four segments which means that on the basis on some natural laws they behave "naturally" i.e. divide. Once again this means that we can make impact on students by combining new knowledge and old knowledge which obviously exists (Brown & McCartney, 2004). In other words, we, who direct them, can guide individuals in directions we want. Almost always we have to "take into account" extreme position of top-level managers and leaders for modelling optimal human resources in future (Baum & McKelvey, 2006; Leary-Joyce, 2010; Tansley, 2011).

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UPRAVLJAČKI POTENCIJAL STUDENATA

Sažetak

Svrha rada bila je utvrđivanje temeljnih latentnih dimenzija u domeni upravljačkog potencijala socioloških atributa koji realno egzistiraju u široj studentskoj populaciji. Rad je koncipiran na način da je jedino znanstveno prihvatljivo, uz robustni metodološki aparat i metode obrade podataka, identificirati postojeće latentne mehanizme koji u studentskoj populaciji egzistiraju. Rezultati su pokazali stabilan skup latentnih dimenzija koje su se mogle opisati, pa su prepoznati vodstvo, oportunitizam, liderstvo i delegiranje. Ovaj rad utemeljio je saznanja o studentskoj populaciji na način da je bilo jasno prepoznat sustav latentnih mehanizama koji realno egzistira, a koji obično nije vidljiv i koji sigurno znači polazište za bilo kakvo znanstveno ili praktično djelovanje u budućnosti.

Ključne riječi: *studenti, upravljanje, potencijal, latentne dimenzije*

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