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THE IMPACT OF INFORMATION TECHNOLOGIES ON HUMAN RESOURCES MANAGEMENT IN GOVERNMENTS

Abstract

Today the general public administration offers its services to business systems and citizens not solely electronically but conjointly via mobile devices. In this paper, we deal with innovative public administrations and serving activities. We present innovative public administrations throughtheir new business and serving solutions to ensure the satisfaction of their users. We tend to follow the challenges of e-administration and its connection with the upcoming technologies and the new style of serving. Coming up with the new thought of e-administration is inextricably joined with the acceptable changes and the management of those changes. The modification starts when the general public administration begins to assume the opposite approach that later changes into the new style of behavior and serving. Therefore, for the "new" public administration to efficiently provide the service, it should have a unique serving chain that is, first of all, effective, economical, and flexible.

Key words: management, new solutions, public administration, services, resources.

Introduction

Modern, progressive, and economically prestigious societies with developed democratic standards are continuously working on establishing new standards and procedures. All those significant and economical changes are inspired by the latest trends and processes in the economic, political, legal, social, technological, and cultural context. Especially necessary are the experiences of the developed and prosperous systems that have in due time recognized the requirement to control well the countries and quality reigns. **(5)**

Public administration presents an exceptionally necessary space of the modern political, legal, and economic thought. The administration represents a complex social development and is a subject of further learning because of the legal and scientific disciplines. Legal regulation of the administration within the full sense exists within the legal state. **(14)**

Under the structure, it means that the general public administration represents the totality of the state and non-state bodies and organizations that perform public authorizations (i.e., bodies and organizations on which might be transferred the performance of the general public authorizations by law or the decision of the assembly of the native self-rule units supported by law). **(9)** The general public administration, except the state administration, embraces the bodies and organizations so that the basic activity is not of the executive character but under the conditions determined by law conducted businesses that have the executive character. Public administration provides services to legal natural persons. Public services are those services that the general public administration provides to the citizens, economy (business), organizations, and establishments. **(21)** These will be done directly or using new technologies.

Innovative Public Administration

Selecting the wrong service strategy within the public administration will cause large expenses, poor service quality, discontent of the users, and problems with the efficiency of the service chain. This is a serious issue that no little improvement can solve. The developed world offers us a large range of samples of general public administrations that have built new ways with nice success. Innovative public administrations

have the power to rework themselves using suitable processes from the treasury of the electronic and mobile business (e‑business). **(11)**

Innovative public administrations do three things efficiently:

- Redefine the thought of values;
- Construct powerful business solutions for e-administration and exceed less pliant administrations;
- Understand the priorities of the users and perpetually uplift their expectations.

What is the most effective change that the general public administration ought to accept? Service success depends on the speed that the general public administration manages to formulate new business solutions and adopt them to their serving. Advancing the processes in tiny steps will not work. If you are within time pressure and you wish to travel from one town to another, are you going to ride a carriage or a bicycle even if you can ride a car or a plane? The present business setting leads to a turn toward business solutions for e-serving that demand not solely the changes at the extent of the whole public administration but conjointly a whole transformation of the service chain. **(10)**, **(16)**

Step 1: Conduct a self-diagnosis

While making business solutions for e-administration, first we have to ascertain the influence of the new trends on the users, serving, and technology of the administration. **(19)**

Thereby, we must always consider the subsequent questions:

- Do the new technologies produce new modes of service and verify the priorities regarding the reorganization inside the administration?
- Does the general public administration respond to the changes and expectations of the users? Is the administration conscious of the size of the values the users appreciate?
- Is the general public administration prepared to vary the applicable service assumptions to form advantage of the new potentialities provided, with the preservice of the existing investments in the people, applications, and knowledge?
- Is the general public administration productive in reducing costs and constructing complex serving applications and sufficiently engaging for the expected changes?

Step 2: Reverse the value chain

The greatest challenge of e-administration is integrating the advancing technology with the new serving style. If that may be solely the matter of connecting the future technologies with the prevailing services or alternative approaches around, then the challenge would be relatively simple. **(7)**

The technology cannot create a serving the dynamic style serve as a true engine. The looks of the new technologies and the new service users indicate that the creation of new business solutions is incredibly troublesome for two reasons:

- Most of the administrations or body organizations are targeted on the development of the services;
- Within the world of e-serving, the distinction between the supply and the service is usually clouded. Consequently, the success depends on the creation of the new "offer of the service" in which the user can see the extra value.

Designing of the e-administration is inseparably connected with the management of the changes. The amendment begins once the general public administration starts to assume another manner that afterward reformulates in a new variety of behavior. **(2)**

Step 3: Choose the main target of the activity

New technologies will change the general public administration to stand out. Likewise, they will weaken the public administration that does not target its economical and effective use. Successful administrations or administrative organizations choose one of the subsequent types of excellence:

- Excellence in service: providing the service that the user needs without delay and waiting;
- Excellence within the operational action: delivering top-quality service with no mistakes and at an acceptable value;
- Excellence in constant innovations: delivering the services and improvements that move the boundaries within the service and fascinate the user.

The goal is clear. For the public administration to be successful, the design of its e-serving must be clearly determined. Once its focus is

chosen, it should provide resources that are needed for the implementation. **(8)**

Excellence in service

This includes the selection of several narrow segments of high values for the users and a joint effort to gratify them. The attention should be directed toward excellence in service to ensure the realization of the desire of the user. (See Figure **1.**). This strategy demands the trust of the users in the utility service. Management relations strategy with the users includes also the sharing with it the relevant information, by which is ensured expedited self-service, if it is the one that the user expects. The operational principles of excellence within the service are the following:

- Public administration should be equipped for the unpredictable;
- Correct and updated information should be collected and maintained as it might be required anytime and anyplace;
- It should use contact management with the users;
- The philosophy of excellence should be developed concerning of the users.
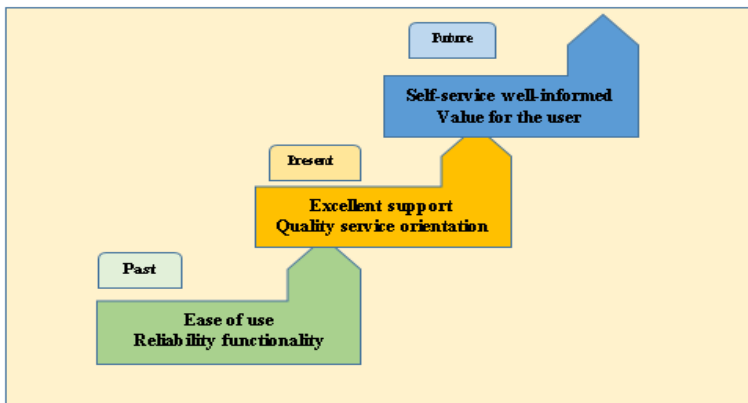
Figure 1: Forward motion of the users' expectations regarding the service

Excellence within the operational action

This means guaranteeing the services with the least possible expense and constant commitment to better serve the users. Serving directed toward excellence within the operational action has found that the work with the users is almost like the work with the services (sectors) in its own administration or administrative organization. With good information of the users and cooperation among them, such administrations offer a clear advantage over others. **(18)** (See Figure **2.**). The success of excellence within the operational action depends on the following key principles:

- Efficient distribution and usage of the property;
- Economical management of the transactions;
- Commitment to the measurement system;
- Management of the users' expectations;
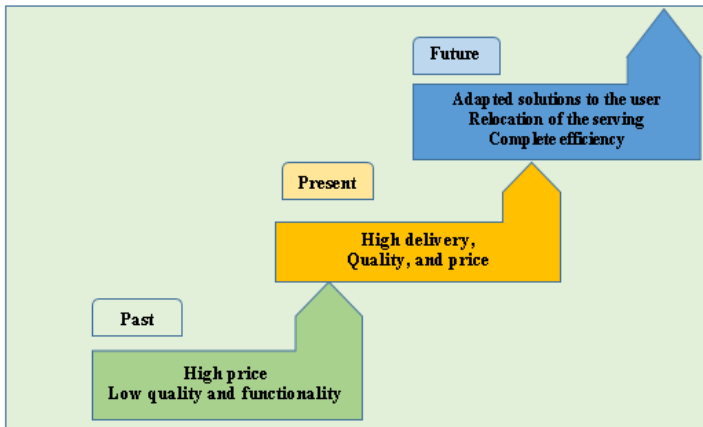- Management of businesses of service watching.

Figure 2: Expectations of the users relating to the operational action of the general public administration

Excellence in constant innovations

Constant innovations demand dedication not only in ensuring the best-possible services but also in enabling user pleasure and conforming. (See Figure **3.**). Permanent innovation is based on the following principles:

- Risky style of serving;
- Increase of the constant serving innovations;

- Style of creating a different service;
- Encouraging innovations.
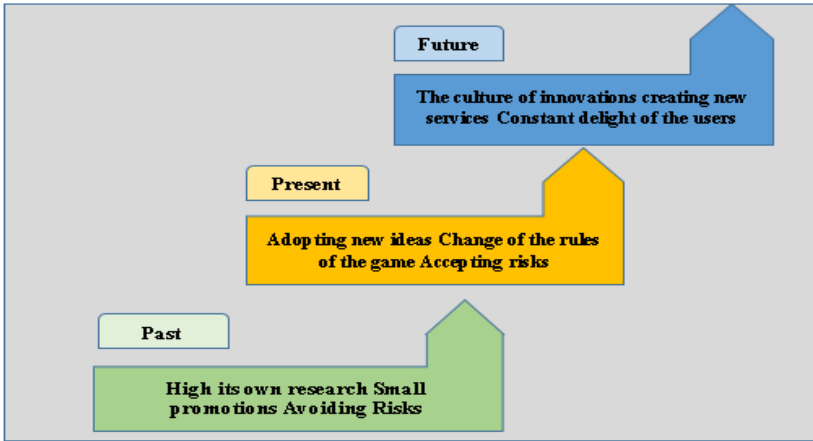
Figure 3. Progress in expectations the users regarding innovations

Step 4: Conduct serving operations flawlessly

Once created, the difficult selections necessary for coordinating the service processes must be well thought out a way to amendment public administration and the way to realize the choices created. From where it is now, how can the general public administration reach the place that it needs to be in tomorrow? How can we integrate and alter the obsolete infrastructure to suit new requirements for e-administration? **(3)**

First, it should enforce projects that support the objectives of the e-administration design. The administration or administrative organization should be quick enough to shift itself on the printing operation of services that are semiconducting with the prevailing financial and human resources. The key component of excellence within the operational serving of the general public administration is in its efficient application of the service chain. The model of the serving solution for achieving excellence in operational service activities with the purpose of ensuring the best pleasure of the users seeks the created infrastructure with four important elements:

ease of use, excellent functionality, reliability, and delivery of the integrated service. **(13)**

Basics of Resources Planning

Resources planning is the second phase in the growing integration that does not include only the technology, but also the internal and external segments of the public administration. The development of resources planning is in that process, as displayed in the Figure **(4)**, Evolution of resources planning. Many applications of that the system for resources come up with is consisted of is made from the smaller software system modules that perform the particular business processes at situations. The given useful field. For instance, the appliance for managing the services commonly includes the modules that change the observance of the service, foreseeing the requirement for the services and coming up with the services. Integration of the various modules allows the management situations. **(15)** The information on the events at the foremost distant components of the administration. Present applications used by the administration-leaders during this area, they evolve from their part into the sophisticated portals. That new generation of portals is simple to use and economical in providing integrated access to the required information, applications and processes. **(12)**
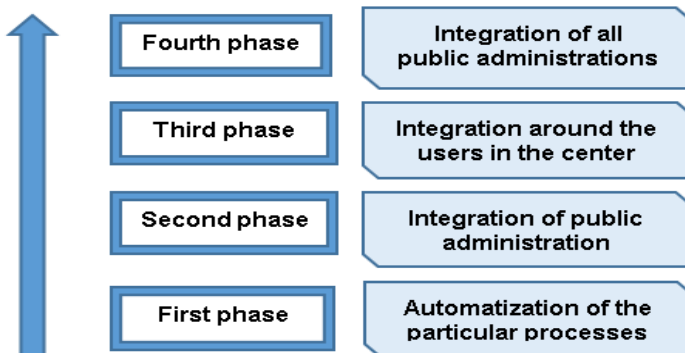
Figure 4. Evolution of resources planning (transaction backbone)

Integration of applications has more responsibility in four phases:

Phase 1 – Automatization of the particular processes

During the 1990s, the software's appeared with the special stress on the serving processes. Later, they spread conjointly on the opposite business functions, together with the process of the request, service and its distribution. When the contribution of the automatization has become recognizable, the management staff have strove to understand similar effects by group action alternative functions of the public administration, including finances, human resources, and project management. Integrative skills of the software package has shown to the businessmen, however, new technologies will smoothly connect ostensibly different business functions.

Phase 2 – Integration of the general public administration operations

Far too massive variety of a little number of integrated systems has created a bad service strategy. With a good number of outdated software system applications, the general public administration spends important funds on their maintenance, however, it still has the lowest cost as compared with the advantages, which can be achieved by using new technologies. Used applications till then, in the greatest number of cases ought to get replaced with the new ones. **(6)**

Key initiators of serving within the public administration forced structural migration from the automatization of the business processes to the integration and enclosed the replacement of the outdated systems, making certain higher service, management of the serving, handling legal changes and improvement of the mixing of the service functions in every administration body. Those initiators have varied in intensity from the administration to the administration, however, their common impact has made people who conceive to once more evaluate the probabilities of the software applications.

Phase 3 – Integrations round the users within the center

We should face the fact. Classic public administrations existed initially and later came the new ones- supported the new technologies. The present challenge lies in their integration. Plenty of the code companies that sell the software found themselves within the difficulties when their markets became overwhelmed and when robust demands for the Web-based platforms emerged. Those companies have emerged once more at the market because the suppliers of the system for resources coming up with within the model of business turned toward the user. All public

administrations race themselves find the real combination of the previous and also the new manner of serving. E - Administration forces that the individual, their own developed applications for specific functions are replaced with the new integrated applications around the user. **(17)**

The reason for introducing integration the users in the center happens when the general public administration changes its business model. This sort of the model provides the users a lot of alternatives after they are a lot of then ever certain that they're going to get what they require electronically.

Phase 4 – Integration of all public administrations

Most of the general public administrations have replaced from their operations all segments of inefficiency, however, an honest a part of them continues to be inefficient. What's happening? The solution lies within the integration of the serving chain. That fourth wave of the event of resource designing known as XRP – extended resource designing, expands the structure basics of the backbone of resource planning outside the four walls of the general public administration, to its users, suppliers and different public administrations. The goal of the implementation of the mixing of all public administration is to ensure a better synchronization with the remainder of the administrations or body organizations, in order to enhance the service, enhance time cycles and increase the users' pleasure. **(4), (20)**

Systems supported the mixing of all public administrations supply possibilities of the support for intelligent serving. This system is designed within the manner that it covers the prevailing systems by drawing the data from every step of the service chain and by providing a clear and global picture of the movement of each explicit service. Plans generated by the mixing of all administration bodies enable a quick assessment of the consequences of its actions on the entire service chain, together with additionally the impact on the users' requests. **(1) (14)**

Conclusion

In this paper, we have dealt with innovative public administrations and serving activities and how to achieve them. We have also discussed a part of the mandatory activities and steps toward the creation of business solutions for the new e-administration. Innovative public administrations with its new business and serving solutions ensure

the pleasure of the users through its services. We have determined the challenges of e-administration and its property with the upcoming technologies and the new style of serving. Planning the new idea of e-administration is inextricably coupled with the corresponding changes and the management of those changes. Only the openness, the absence of the fear of change, the application of the new technologies, and the readiness to integrate into the modernization will result in the transformation, higher serving, and prosperity of the general public administration. As the public administration moves toward the service chain, which is able to operate in real time, the combination of the external and internal business activities becomes very important. The efficient combination of all public administrations depends on the property of making choices and the execution.

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Najib Tanish

UTICAJ INFORMACIONIH TEHNOLOGIJA U OBLASTI MENADŽMENTA LJUDSKIH RESURSA U VLADINIM ORGANIMA

Apstrakt

U sadašnjem trenutku, opšta javna uprava nudi svoje usluge poslovnim sistemima i građanima ne samo elektronskim putem, već i putem mobilnih uređaja. U ovom radu bavimo se inovativnim oblicima poslovanja javne uprave i načinima pružanja usluga svojim klijentima. Predstavićemo novu, osavremenjenu javnu upravu koja, kroz nove načine poslovanja, donosi rešenja kojima se obezbeđuje zadovoljstvo korisnika. U radu nastojimo da pratimo izazove sa kojima se e-uprava susreće i ukazujemo na njenu povezanost sa novim tehnologijama i novim stilom usluživanja klijenata. Novi način poslovanja e-uprave neraskidivo je povezan sa zahtevom za prihvatanje promena, kao i upravljanjem tim promenama. Modifikacija počinje onda kada opšta javna uprava počne da prihvata suprotan pristup koji se kasnije menja u novi stil ponašanja i usluživanja. Stoga, kako bi ovaj sistem bio uspešan, potrebno je da ova "nova" javna uprava ponudi jedinstven lanac usluga koji će, pre svega, biti efikasan, ekonomičan i fleksibilan.

Ključne reči: menadžment, nova rešenja, javna uprava, usluge, resursi.