TEAMWORK IN THE ORGANIZATIONAL UNITS OF THE MINISTRY OF INTERIOR

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Great importance is given to human resource management and teamwork because new business concepts respect the importance and role of teamwork as one of the significant segments of the success of an organization. The subject of research in this paper is teamwork in the organizational units of the Ministry of Interior, in accordance with the fact that it provides the possibility of higher productivity and quality. One main and five auxiliary hypotheses have been formulated. The main hypothesis is: There are differences in the attitudes of employees about teamwork in the observed organizations depending on their academic qualifications, but in general all employees have positive attitudes about teamwork.

The objective of the research is to determine the attitudes of employees about teamwork in relation to their academic qualifications. Within this paper, the research has been performed by using several methods: the method of analysis and synthesis, survey method (survey technique using a questionnaire in order to evaluate the hypotheses that have been formulated) and statistical method. The research sample included 90 employees in the organizational units of the City of Belgrade Police Directorate of the General Police Directorate, namely the Police Office for Railway Safety and the Police Office of the Police Station Savski venac. On the basis of the analyzed results, it can be concluded that the main hypothesis formulated at the beginning of the research according to which there are differences in the attitudes of employees about teamwork in the observed organizational units depending on their academic qualifications has been confirmed, but that generally all employees have positive attitudes about teamw.

Key words: *team, teamwork, organizational units, Ministry of Interior, team leader, working group*

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Introduction

Many professional papers deal with the phenomenology of team. According to the definition, a team is a group of people formed, united for the purpose of performing, executing a task, a job.[1] It also means a group of experts gathered around a joint project.[2] Although teamwork originated from the study of group work model in the 1960s, it is believed that it appeared in the early 1980s as a new approach to the management and development of organizations. Teamwork is implemented equally successfully in great multinational corporations, scientific and research centres, non-governmental organizations, and without its implementation, the functioning in the organizational units of the Ministry of Interior (hereinafter MoI) cannot be imagined.

The establishment of organizational units is done in the MoI in order to perform certain tasks. Teamwork in the organizational units of the MoI provides the possibility of higher productivity, quality and profitability. The matrix model in the form of the representatives of the organic structuring design provides the possibility of cooperation within working units, and also better use of resources, mainly when it comes to human resources. Integral team management belongs to the managers in the form of an action holder, i.e. a project for solving a certain task. There are two types of responsibilities for employees: on the one hand, the responsibility towards the head of the functional unit and the responsibility towards the project manager, i.e. the team for solving tasks, on the other hand.[3]

On the basis of the division of work, it is possible to conclude that the entire task of the organization is divided into less specific tasks. It is a basic activity of organizational design. The specialization of narrower organizational units and individuals within an organization is the result of such an activity. There is direct dependency between the degree of the division of work, on the one hand, and the form of specialization, on the other hand. In the case of a high level of the division of work, it is a matter of narrow specialization, while in the case of a low level of the division of work, it is a matter of broad specialization. The decision of the manager in the organization determines the level of the division of work. In the event that the organization's management strives to create such a structure that will ensure the achievement of high work productivity, the high division of work will be implemented and narrow specialization. On the other hand, when managers try to increase the motivation and development of employees, broader specialization will be represented, i.e. the degree of the division of work will be lower.[4]

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[1] Milica Vujanić, Miroslav Nikolić, *Rečnik srpskoga jezika*, Matica srpska, Novi Sad, 2007, p. 1318.

[2] Ivan Klajn, Milan Šipka*, Veliki rečnik stranih reči i izraza*, Prometej, Novi Sad, 2007, p. 1238.

[3] Dragan Cvetković, „Analiza organizacione strukture policije Republike Srbije", *Bezbednost*, Vol. 1, 2010, pp. 74-94.

[4] Dragan Cvetković, „Organizacioni dizajn kao jedan od faktora efikasnosti policije", *Škola biznisa*, Vol. 1, pp. 110-118.

„The management of the police organizational units seeks to direct the work of police officers to achieving high efficiency (productivity, efficiency, profitability), i.e. to achieve the best possible results in performing the police work (e.g. the number of filed criminal charges, the number of solved criminal acts) and the high quality of the performed tasks with as few resources (forces and resources of all kinds) as possible, and all of this in accordance with law and other legal acts."[5] Police officers perform tasks where the danger to life and health, responsibility and difficulty, nature and special working conditions largely affect the reduction of work ability and the optimal period of functional „use" of staff. Therefore, good teamwork and good organization enable their better work.

The concept of team and group

One of the definitions says that a team is: „at least two male or female athletes who play together, for one side in the competition".[6] In the Dictionary of the Serbian language by Matica Srpska, this term is also related to the field of sports, as: „a group of male of female players who perform as a whole, a team".[7] A team means a special type of formal organization of joint work of a larger or smaller number of people, who are connected by set goals and tasks, planned jobs and the same or approximately the same interests and motives.[8] From the all mentioned, it can be concluded that a team can be defined as a group, whose members have complementary skills and are gathered around the common purpose or set of work goals, and everyone is equally responsible for their achievement.

There are a great number of different criteria by which teams can be classified. According to the task criterion, there are work teams and problem-solving teams. Literature sources show the determination of problem-solving teams in the form of leading teams. In some cases, these teams are also called management teams.[9] „Work teams or teams that perform work deal primarily with the work performed by the organization, such as production or execution of service. Problem-solving teams deal with solving a specific problem, improving quality, efficiency, work environment. In order to be effective, these teams should have a clearly defined task and their size is limited (they usually consist of 5 to 12 members)."[10]

Social sciences experts define a working group as a set of two or more individuals interacting, with a stably established pattern of shared relationships, who have the same

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[5] *Ibid*, p. 112.

[6] Ivan Klajn, Milan Šipka, *Veliki rečnik stranih reči i izraza*, *gen. quote*.

[7] Milica Vujanić, Miroslav Nikolić, *Rečnik srpskoga jezika*, *gen. quote*.

[8] Mile Vasić, *Timovi i timski rad*, Zavod distrofičara, Banja Luka, 2004, p. 10.

[9] Svetlana Vukotić, Miodrag Brzaković, Vuk Mirčetić, „Korporativna pripadnost zaposlenih: Formula uspeha organizacije", *Vojno delo*, No. 7, 2019, pp. 404–418.

[10] *Ibid*, p. 408.

goal and who see themselves as a group. Thus, a working group may consist of at least two persons who influence each other, either by verbal or non-verbal communication.[11]

The group should also have a stable structure that holds its members together and makes them function as one body. Then, the members of a group have common interests and a common goal. Thus, for example, people within a work organization should have a common goal, which is to achieve results and strive for greater success. And, finally, the last characteristic of a group is that people within it see themselves as a working group. All groups consist of individuals who consider themselves a member of a group, unlike some other people who are not its members.[12]

Within organizations, it is necessary to create a favourable organizational climate, strengthen organizational trust and encourage healthy communication, while relying on the principles of openness, empathy, loyalty, equal opportunities and fairness. In order to develop team spirit in young people, it is of great importance to evaluate the team result, while emphasizing the contribution of each individual, and respect, trust and willingness to share the consequences of potential mistakes. It is necessary to encourage creativity and courage for risk-taking, as well as to create the atmosphere in which mistakes are allowed, if it aims to innovate. People should be taught to think analytically and synthetically, in order to be able to understand the present and predict the future and the challenges it brings.[13]

Differences between team and group

A team is a form of synergy, and its results are greater than the results of individuals. In order for a team to be functional, it is necessary that it constantly evolves. Turning a group into a team certainly requires a certain skill. Constant attention is needed for maintaining healthy relationships in the team and its development. A group will never become a team if an effort is not made to ensure that different persons have good relationships with their colleagues, communicate effectively with them and sincerely appreciate their contribution.

It often happens that people talk about their groups as teams, even though they are not actually that. Namely, every group does not represent a team, but every team has members, and can be thus considered a group. There are several important differences between a group and team:

1. Within groups, performance is conditioned exclusively by the work of each individual, while within groups, performance is conditioned by individual contributions and products of collective work;

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[11] Snežana Lazarević, *Uloga radnih timova u razvoju organizacije koja uči (doktorska disertacija),* Fakultet organizacionih nauka, Beograd, 2012, pp. 120-121.

[12] *Ibid.*

[13] Slobodan Panić, Marko Andrejić, Marjan Milenkov, Simona Andrejić, Marijan Mirčevski, „Inovacija menadžmenta u funkciji razvoja", *Vojno delo*, Vol. 2, 2018, pp. 394–413.

2. Within groups, each member is responsible to his or her supervisor, while within a team, members are responsible to each other;

3. The members of a group have a common goal of interest, while teams also have a common commitment to the purpose;

4. Given that both groups and teams exist within organizations, the difference is often reflected in the nature of the relationships they have with management. Namely, working groups are usually required to respond to the set requests, while the management teams are given tasks that need to be performed, which is the challenge they should provide an answer to, while at the same time, they are given enough space to do their job without further intervention. In other words, teams define goals, pace and desired approach to work by themselves.[14]

Teamwork

Team solving of complex organizational problems is a necessary requirement of the time in which we live, mainly when it comes to planning project activities. It is necessary for each manager to be familiar with teamwork, regardless of his function, given that teamwork provides the possibility to make maximum use of the mental potential of a group of people who work together to solve problems.[15] During the decision-making process for operations, teamwork is considered a constant, continuous and dynamic process, through which continuous planning and analysis is carried out in order to find solutions that are optimal and that guarantee the success of the operation.[16]

Regardless of the field of human activity in question, teamwork provides a lot greater impact compared to group work or the work of individuals. In contrast to a group made up of individuals who do some work individually, a team is characterized by a high degree of interdependence, constant interaction and interconnection. In order that a team can function as a harmonious whole and have the ability to self-motivate, it is necessary to provide the following prerequisites:

– Team members should have the ability to do the work entrusted to them. This means that they are trained and have knowledge, and also have natural predisposition such as talent, inclination, temperament, character, intelligence, etc. At the same time, it is very important that a person, before taking a managerial position, stands out as an executor;

– It is essential that all team members are in shape. Namely, through training, personal development programmes and interactive workshops, an individual has the

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[14] Mirjana Maksimović, *Timski rad u novom milenijumu*, Fakultet za menadžment, Novi Sad, 2005.

[15] Marko Andrejić, Obrad Čabarkapa, „Timski rad u vojnim organizacionim sistemima", *Vojno delo*, Vol. 53, No. 3, 2001, pp. 83–107.

[16] Miomir Jasikovac, „Proces rada na donošenju odluka u kriznim situacijama", *Vojno delo*, Vol. 1, 2019, pp. 55–69.

opportunity to acquire knowledge and skills that enable him to become a useful member of a team, while taking on his share of responsibility at the same;

– Team members must not overdo their work. Namely, in order for an individual to be able to provide maximum contribution to a team, it is necessary to be versatile. Versatility means that an individual is engaged in various activities during working hours, has enough time for family and free time activities, professionally improves himself, and also has enough time for socializing and rest. The experiences show that such individuals are less susceptible to stress, they accept teamwork more easily, have a higher degree of creativity, a high level of commitment and energy, are much less on sick leave, find it harder to make decisions about leaving the organization, have better work performance and a rather higher level of self-motivation;

– Team members should experience success. Namely, it is necessary to identify their personal success with team success, so that they can be happy for both. A manager who strives to be a good motivator has to celebrate every success with his team, while pointing out the concrete contribution of each individual in the team;

– Team members should have the right attitude, i.e. natural self-motivation.[17]

„The establishment of a working team and its efficiency depends on the defined tasks and goals, and also on the composition of the members of a working team, who should have complementary knowledge, skills and abilities. The establishment and development of a team should start from the components that every effective team should contain, namely: efficient functioning of a team (based on roles, available skills and knowledge, responsibilities) and three outcomes (results, joint projects, learning, personal development and trust)." [18]

According to Belbin's definition, a team role is „a tendency to behave, contribute and relate to others in a certain way."[19] Belbin's nine team roles are: coordinator, original thinker/ person with ideas, team worker/team man, judge/evaluator, resourceful organizer/ implementer, finisher/perfectionist, modeller/person of action, researcher/contact person and specialist.[20]

Leadership is a process in which an individual exerts influence on a group in order to achieve a common goal.[21] Leadership behaviour and the role of leaders are of great importance in an organization.[22] It is essential that there is a formal or informal

[17] Slobodan Panić, Marko Andrejić, Vitomir Stanković, „Uloga interne komunikacije u motivisanju zaposlenih", *Vojno delo*, Vol. 5, 2015, pp. 384–400.

[18] Snežana Lazarević, *Uloga radnih timova u razvoju organizacije koja uči (doktorska disertacija), gen. quote,* pp. 139-140.

[19] Mirjana Maksimović, *Timski rad u novom milenijumu*, *gen. quote*, p. 30.

[20] Ronald Batenburg, Wouter van Walbeek, Wesley in der Maur, „Belbin role diversity and team performance: is there a relationship?", *Journal of Management Development*, Vol. 32, No. 8, 2013, pp. 901-91.

[21] Branimir Vulević, „Osobine i veštine lidera u kriznim situacijama – primeri iz vojne sredine", *Vojno delo*, Vol. 5, 2016, pp. 278-287.

[22] Ranko Lojić, Vladimir Ristić, Samed Karović, „Razvoj liderske karijere", *Vojno delo*, Vol. 4, 2015, pp. 317-333.

leader in each team. The question is who chooses a leader in an organization (the management or members) and what requirements he has to meet. A manager does not always have to be a team leader. The leader in a team should be the person who is responsible for the results of a project assignment to the client or the person who is generally considered to be the most competent for this type of responsibility.

A leader is thought to necessarily be a visionary and meet the following conditions:

– to have a vision (ideal, awareness of a common goal or the highest achievement);

– to have the strength of will and perseverance in order to do everything necessary to fulfill his vision, and also patience and persistence;

– to be able to gain the support of his subordinates, which also means that his vision should deserve that;

– to be able to do more than members of his team and to act in situations when they cannot;

– to achieve success, but never at the cost of sacrificing members of his team;

– to give the adequate advice at the right time to his subordinates.

Research and data collection methodology

The subject of the research in this paper is teamwork in the organizational units of the MoI in accordance with the view that it provides the possibility of higher productivity and quality. The objective is to determine the attitudes of employees about teamwork in the observed organizations depending on their academic qualifications. One main and five auxiliary hypotheses have been formulated: H_0: There are differences in the attitudes of employees about teamwork in the observed organizations depending on their academic qualifications, but almost all of them have positive attitudes about teamwork. H_1: For employees, teamwork is primarily joint performance of tasks. H_2: Motivation is very important in teamwork. H_3: A team can perform a much more complex set of tasks than an individual. H_4: The diversity of the team composition gives better solutions and results. H_5: There is respect and willingness to help in an organizational unit, as well as strong unity and team spirit. The method of analysis and synthesis, survey method (survey technique using a questionnaire in order to evaluate the hypotheses that have been formulated) and statistical method have been used in the research part. For the purpose of the research, a close ended questionnaire containing five questions has been developed.

The sample included 90 employees in the organizational units of the City of Belgrade Police Directorate of the General Police Directorate, namely the Police Office for Railway Safety and the Police Office of the Police Station Savski venac. The difference in understanding and practicing teamwork in various fields in which teamwork in good world practice is presented has been pointed out. Among the respondents, 45 have a high school diploma, and 45 a university degree at jobs of the police officers in the City of Belgrade Police Directorate of the General Police Directorate.

All respondents have answered five questions by circling one option. Three answers were offered in each question, and the respondents were expected to circle only one of the offered options. Moreover, the respondents were explained that the results of the research will be used exclusively for scientific purposes. The results obtained by the research are presented in a table.

Analysis of the research results

The first question was: what teamwork is. The greatest number of employees with a university degree, i.e. 20 of them (44.4%) said that teamwork is joint performance of activities, 13 (28.9%) believe that it is joint decision-making, while the smallest number of employees, i.e. 12 (26.7%) believe that teamwork represents a group of people who, working together, achieve the same goal. On the other hand, the greatest number of employees with a high school diploma said that for them teamwork is joint making of the best decision – 19 (42.2%), followed by employees who view teamwork as joint performance of activities – 16 (35.6%), while the smallest number of employees believe that teamwork is a group of people who, working together, achieve the same goal – 10 (22.2%), which is shown in Table 1.

Table 1 – *Teamwork for employees implies*

Academic qualifications	Joint performance of activities	%	Joint making of the best decision	%	A group of people who, working together, achieve the same goal	%
University degree	20	44.4%	13	28.9%	12	26.7%
High school diploma	16	35.6%	19	42.2%	10	22.2%

The second question was: how important motivation is in teamwork (the obtained results are shown in Table 2). The greatest number of employees with a university degree, i.e. 35 (77.8%) said that motivation is very important in teamwork, followed by employees who believe that motivation is not crucial in teamwork – 10 (22.2%), while there were no employees who believe that motivation does not affect the results of teamwork. On the other hand, when it comes to employees with a high school diploma, 27 of them (64.4%) believe that motivation has a very important impact on teamwork, 12 employees (26.7%) believe that it is not crucial in teamwork, while 4 employees (8.9%) believe that it does not affect the results of teamwork.

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Table 2 – *The importance of motivation in teamwork*

Academic qualifica-tions	Very important	%	Not crucial	%	Motivation does not affect the results of teamwork	%
University degree	35	77.8%	10	22.2%	0	0%
High school diploma	29	64.4%	12	26.7%	4	8.9%

The third question was whether a team could perform a much more complex set of tasks than individuals. According to Table 3, when it comes to employees with a university degree, the results obtained by the questionnaire showed that most of them answered positively – 39 (86.7%), followed by employees who believe that it depends on the situation and that sometimes an individual can solve a task better than a team – 6 (13.3%), while there were no employees who did not agree with this statement. On the other hand, the greatest number of employees with a high school diploma answered positively – 29 (64.4%), followed by employees who believe that it depends on the situation and that sometimes an individual can solve a task better than a team – 12 (26.7%), while the number of employees who did not agree with that statement is the smallest.

Table 3 – *A team can perform a much more complex set of tasks than an individual*

Academic qualifications	Correct	%	Incorrect	%	Depends on situation	%
University degree	39	86.7%	0	0%	6	13.3%
High school diploma	29	64.4%	4	8.9%	12	26.7%

The fourth question was whether the diversity of team composition gives better solutions and results (Table 4). The results obtained by the survey showed that the greatest number of employees with a university degree agrees with this statement – 40 (88.9%), 4 employees (8.9%) that this is not always the rule, while only 1 employee (2.2%) does not agree with this statement. On the other hand, the greatest number of employees with a high school diploma also agrees with this statement – 33 (73.3%), followed by employees who believe that this is not always the rule – 9 (20%), while 3 employees (6.7%) did not agree with this statement.

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Table 4 – *The diversity of team composition gives better solutions and results*

Academic qualifications	Correct	%	Not always the rule	%	Incorrect	%
University degree	40	88.9%	4	8.9%	1	2.2%
High school diploma	33	73.3%	9	20%	3	6.7%

The fifth question was whether the employees believe that there is respect and willingness to help, strong unity and team spirit in their organization. The results obtained by the survey are shown in Table 5. It has been shown that the greatest number of employees with a university degree agreed with this statement – 36 (71.1%), followed by employees who said that respect, unity and team spirit are not always present – 5 (11.1%), while 3 employees (6.7%) said that it depends on the situation. On the other hand, the greatest number of employees with a high school diploma also agrees with this statement – 33 (73.3%), followed by employees who said that respect, team spirit and unity are not always present – 7 (15.6%), while 5 employees (11.1%) said that it depends on the situation.

Table 5 – *In the organizational unit there is respect and willingness to help,*
as well as strong team spirit and unity

Academic qualifications	Correct	%	Not always present	%	Depends on situation	%
University degree	36	71.1%	5	11.1%	3	6.7%
High school diploma	33	73.3%	7	15.6%	5	11.1%

When it comes to the first auxiliary hypothesis that for employees teamwork primarily represents joint performance of activities, it has been found out that the greatest percentage of employees answered that they fully agree with the statement, thus proving this hypothesis. As many as 36 employees (40%) pointed out that they agree with the formulated hypothesis. The smallest part of employees – 22 (24.4%) gave the answer that teamwork is a group of people who, working together, achieve a goal. It is obvious that there is the difference in the attitudes of employees to teamwork in accordance with their academic qualifications.

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When it comes to the second auxiliary hypothesis, it has been found out that the sample of employees who were surveyed thinks that motivation is very important in teamwork, which also proved the second auxiliary hypothesis. Namely, as many as 64 employees (71.1%) of the MoI believed that motivation was very important, while only 4 employees (4.4%) believed that motivation did not affect the results of teamwork. It is obvious that there is the difference in the attitudes of employees about the importance of motivation in teamwork in accordance with the level of academic qualifications they have.

The third auxiliary hypothesis that a team can perform a much more complex set of tasks than an individual has been proven. Namely, the greatest number of employees, 68 of them (75.6%) said they think that a team can perform a much more complex set of tasks than an individual, while only 4 employees (4.4%) did not agree with this statement. It is obvious that there is the difference in the attitudes of employees about the possibilities of a team to perform a much more complex set of tasks than an individual in accordance with the level of academic qualifications they have.

The fourth auxiliary hypothesis, according to which the diversity of a team gives better solutions, can be confirmed after the obtained results, because as many as 72 employees (80%) said that this assumption is correct. It is obvious that there is no great difference in the attitudes of employees regarding the claim that the diversity of a team provides better solutions, although among employees with a high school diploma there is a greater number of those who believe that this is not always the rule (20%) and that this statement is not true (6.7%) in comparison to employees with a university degree (8.9% and 2.2%).

On the basis of the conducted survey, it can be concluded that there is mutual respect, will and strong team spirit in the mentioned organizational units, which implies that the last hypothesis is correct. Namely, as many as 77.7% of respondents agreed with this statement. It is obvious that there is the difference in the attitudes of employees depending on the level of their academic qualifications, given that among those ones with a high school diploma there are more persons who believe that it depends on the situation (11.1%) and that respect, team spirit and unity are not always present (15.6%) in comparison to employees with a university degree (6.7% and 11.1%).

On the basis of the analyzed results, it can be concluded that the main hypothesis, formulated at the beginning of the research, according to which there are differences of employees on teamwork in the observed organizations depending on their academic qualifications, has been confirmed, but all employees mainly have positive attitudes about teamwork.

Despite the fact that teamwork has a lot of positive effects, there is the possibility of certain shortcomings of this concept. One of the greatest shortcomings of teamwork is the tendency to make riskier decisions, given that the responsibility is not individual but collective. At the same time, there are challenges that arise from the lack of personal conflict or communication, and also an overemphasis on the relati-

onship between taking and giving. There are often situations in which an individual has a difficulty with integrating into a team, which can be conditioned by his very nature, but also by the behaviour of other members of a team. This can lead to the alienation of some employees, and ultimately cause job dissatisfaction, workforce fluctuation and/or reduced performance. There is not a single legal remedy for this problem. In this case, training and frequent change of positions within the organization can be useful, if there is a possibility for such an action.[23]

Prof. Ichak Adizes, PhD, says that for successful teamwork we „need behaviours in the decision-making process that nurture respect and trust. We also need people who are mature and well-balanced, as well as a properly formed organizational structure." He also emphasizes that „conflict is the reality that accompanies change. We would like it to be constructive. That is why we need to have the right people, the right decision-making process and the right organizational structure".[24] Do we have people?

Conclusion

Teamwork is an imperative of modern organization. In recent years, teamwork is considered to be one of the application techniques for achieving optimal results in fulfilling the mission of an organization. Teamwork is continuously studied, monitored and developed in the world. In the Republic of Serbia, each work in a group has long been considered teamwork whereby the main advantages of teamwork and its role in the field of human resource management have not implied consideration of a wide range of various aspects. Team development and their management contribute to a better degree of understanding, cooperation, consultation, decision-making, as well as team spirit and higher quality of work in organizations. One of the most recognizable characteristics of modern organizations is the intensification of team activities. A team concept is a process in which people work together in order to achieve the set goals. On this occasion, team members transfer and share their knowledge.

During the research of teamwork in the organizational units of the MoI, we have dealt with the question: What do employees mean by team work? It has been concluded that a greater percentage believe that teamwork implies joint work, i.e. joint performance of activities (40%) and joint decision-making (37.8%). Teamwork is joint solving of a complex problem. A team consists of individuals who have to constantly be affirmed and motivated in order to develop team spirit and spread trust among team members. The diversity of a team gives better solutions, which means that a team in practice depends on its structure. In organizations, in addition to teamwork, great importance is given to communication, which is the essence of business. Open

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[23] Svetlana Vukotić, Miodrag Brzaković, Vuk Mirčetić, „Korporativna pripadnost zaposlenih: Formula uspeha organizacije", *Vojno delo*, No. 7, 2019, pp. 404–418.
[24] Isak Adižes, *Upravljanje promenama*, Prometej, Novi Sad, 1994.

and honest communication and opinion exchange are important for teamwork because if communication is inadequate, it can lead to team breakdown. The modern world views teamwork and high quality communications as a significant factor in improving business, since today's world is not governed by individuals, but by strong teams.

Although there are certain shortcomings of the conducted research, it can serve as a starting point for improving the existing situation in the observed organization by taking the next concrete steps. It is important to build mutual trust in a team, and motivation for work, regular information and objectivity are also important. A concrete proposal for improving the detected condition, first of all, would be getting acquainted with the theoretical bases and training in the implementation of teamwork. Trainings can be related to problem solving, communication and negotiation skills, conflict management skills, group work skills in processes, as well as skills and knowledge related to the work that a team performs. Thus, the people involved in teamwork would be selected – not only by their preferences and expertise, but also by their ability to work in a team and contribute to its success.

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S u m m a r y

The term critical infrastructure is relatively recent, and is used more intensively in the scientific and professional literature after the terrorist attacks in the United States in September 2001. The increased importance of the concept of critical infrastructure protection has occurred, among other things, due to changes in the perception of threats to critical infrastructure and the growing interdependence of different infrastructural elements. In recent decades, there has been an evident increase in the vulnerability of the society to various forms of threats, as well as the phenomenon of failure of certain critical infrastructure systems caused by variousreasons. In the past, this vulnerability was mostly related to problems in the functioning of high-risk technology. However, nowadays, critical infrastructure is taking on the increasing scope, content and complexity, and potential threats and risks are seen as issues of the utmost importance for national security. In addition to the ever-present danger of natural disasters and technological accidents, new security challenges at the beginning of this century, and particularly the global threat of international terrorism, have contributed to critical infrastructure protection becoming an indispensable part of national security strategies in almost all countries. Given that facilities, systems, processes and operations in parts of critical infrastructure can be compromised in different ways, they are especially protected at national level. In this regard, the mentioned implies appropriate normative, organizational, safety and technical preconditions for their normal functioning, as well as for the prevention and elimination of natural or man-made threatening actions.

The beginning of the critical infrastructure protection in the Republic of Serbia is the period from the mid-1950s, including the state-owned companies and institutions, which were protected by the engagement of various services. This was followed by the introduction of the system of social self-protection, which, among other things, was aimed at direct protection of social property from certain forms of endangerment. Later changes in the normative framework have also resulted in organizational changes in the way of critical infrastructure protection, as well as a special emphasis on other obligations related to the needs of the country's defense. It should be noted that this field is also considered in other countries in the region as an issue of importance for the country's defense.

However, in modern times, unlike developed European countries, the Republic of Serbia introduced the concept of critical infrastructure only in 2011 and in 2016 established an adequate legislative framework in accordance with the European standards. This is, among other things, important for achieving full membership in the EU. This can be seen through the provisions of national legislation, which have implemented positive European experiences in this field.

Key words: *social self-protection, critical infrastructure, infrastructure sectors, national security, defense system*