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## EFFECTS OF VERBAL AND NON-VERBAL COMMUNICATION ON THE BUSINESS SUCCESS OF THE COMPANY

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**Abstract:** Communication plays an important role in achieving business success, which is why increasing attention is being paid to the study of verbal and nonverbal communication. Through the buying and selling of goods or services, and through communication, we enter into various relationships with people and organizations. In today's environment, organizations undergo various organizational changes, and managers at different levels recognize the need to improve communication methods, yet they are often unsure how to organize and implement them. Likewise, the efficiency of an organization's functioning is influenced by well-developed internal communication channels.

This paper describes the concept of verbal and nonverbal communication as one of the key elements in increasing a company's business success. The subject of the paper is the issue of engaging available human resources within an organization, improving and implementing verbal and nonverbal communication, as well as its effectiveness, simplicity, rationality, and cost-efficiency. The aim of the research is not only to provide a theoretical overview of verbal and nonverbal communication but also to demonstrate its impact on the business success of a company.

**Keywords:** verbal communication, non-verbal communication, company success, efficiency, organization

### Introduction

Communication holds immeasurable significance for the emergence of human society. The realization that the power of communication contributed to the development of humankind and civilization as a whole allows us to conclude that the achievements of civilization exist thanks to communication. Enterprises, as systems with an organizational structure, are composed of individuals and groups who work together to achieve the goals for which the enterprises were established. In order to found a company and define its business objectives, communication is essential—employees must be able to present and implement their ideas and thoughts. The foundation of any enterprise lies in its people and their mutual communication.

The success of every company is preceded by effective communication that eliminates or at least reduces the misinterpretation of messages. It is extremely important that the message sent is understood in the way the sender intended, as the dissemination of information directly impacts the functioning of the enterprise and the establishment of business relationships with other systems.

Communication represents one of the fundamental human needs. Successful communication and the development of quality interpersonal relationships are key goals for every business professional. Effective communication requires the fulfillment of certain conditions. Appearance and speech are elements through which others form impressions about a speaker's competence and credibility. A message, whether spoken or written appropriately, plays a decisive role in resolving both routine and extraordinary situations, such as conducting business meetings, building strong relationships, successfully closing deals, and more.

Communicating in a way that allows us to better understand others and more effectively express our own ideas and opinions has a direct impact on the quality of life and business success. The simplest communication model involves two subjects—the sender of the message and the receiver. Every human being is biogenetically and psychosocially equipped for this type of communication. Communication inherently includes feedback, which is the receiver's response to the sender. This feedback represents the connection between the sender and the receiver, completing the communication process.

Communication is a force that brings people together and fosters an atmosphere of mutual understanding. In a company, effective communication is essential because it connects all employees, regardless of their hierarchical position. It links managers and employees, motivates individuals to improve their work, and contributes to the achievement of organizational goals. Good and effective communication is not only vital for interpersonal relationships but also significantly influences the overall business performance of the company (Laketa & al. 2017).

### **The Concept and Definition of Communication**

The word *communication* originates from the Latin word *communicare* and carries several meanings:

1. communication, presentation, lecture,
2. traffic, connection, the link between two points.

To communicate means to be in contact or to establish a connection, while a communicative person is someone who is resourceful in interacting with others, approachable, and talkative. The concept of communication implies interaction through signs, a process of creating meaning, and a process of mutual exchange of meaning (Bašić & al. 2005).

The communication process involves at least two individuals who influence each other. In the process of communication, it is essential to be familiar with the person receiving the message and to understand the context, as the situation determines what type of messages are necessary. In practice, people often interpret the same words differently. This indicates that meanings reside in people, not in the words themselves. Messages are selected based on needs and desires, and their meanings are shaped by prior experience and expectations (Bašić & al. 1994).

Communication has both denotative and connotative meanings. The denotative meaning of communication refers to the naming of objects, phenomena, and relationships—it is descriptive in nature. The connotative meaning is oriented toward emotional experience and does not have the same content for all individuals (Reardon, 1998).

Complete and professional communication occurs when messages are sent deliberately, in a planned and conscious manner, with efforts made to obtain and receive feedback regarding how the messages are received. Communication is a means of establishing contact, transferring information, and influencing others,

but it is also important for its impact on the psychological and social development of individuals, and on the formation of one's "self" through interaction with others. A person's self-concept is built through interpersonal relationships, which is what makes a human being a unique individual (Bratanić, 1993).

Communication is a complex socio-psychological phenomenon, as the flow of human interaction and information exchange takes place within social interaction. The communication process depends on individual psychological processes such as perception, learning, memory, thinking, motivation, emotions, and abilities. Through communication, compromises are reached, and harmonious relationships with others are built. The human ability to stimulate rapid and effective communication has made globalization possible.

Communication has been defined in various ways (Banković, 2013).

- "Communication is the process of transmitting a message from one person to another." – Weick & Browning

- "Communication is any behavior that results in the exchange of thoughts." – American Management Association

- "Communication is the process by which information is transmitted between individuals and/or organizations so that a response is elicited which confirms understanding." – Peter Little

- "Communication is the exchange of facts, ideas, opinions, or emotions between two or more persons." – Newman & Summer Jr.

- "Communication is the process of transferring information and understanding from one person to another. It is essentially a bridge of understanding. By using that bridge, we can safely cross the river of misunderstanding." – Keith Davis

- "Communication is everything a person does when they want to achieve understanding by others. It involves a continuous process of speaking, listening, and understanding." – Louis A. Allen

Two fundamental elements that are prerequisites for successful communication are **exchange** and **understanding**. Accurate reception of information—both in terms of content and the meaning intended by the sender—constitutes effective communication. The ability to understand messages received from others, and the meaning assigned to words or facial expressions, is influenced by one's experience, education, and personal needs. The understanding and interpretation of messages are shared between the sender and the receiver, whether individuals or organizations.

The success of a company depends on effective and efficient communication. Communication occurs within the company, among market participants, between employees, between owners and employees, between buyers and sellers, service providers and service users, and public representatives. All these types of communication influence business operations. When conducted with care, communication can promote business interests; if neglected, it may portray the company in a negative light and harm both its business interests and public image (Laketa & al. 2017).

### **Communication Rules by Paul Watzlawick**

In his theory, Paul Watzlawick established a set of principles of communication that describe, facilitate, and enhance the understanding of human interaction. These principles help clarify the nature of conversations between people.

1. **It is impossible not to communicate.** Every behavior, in any given situation, carries the character of a message. This means that communication occurs not only through words but also through behavior as a whole. Even refusing to communicate is a form of communication—silence itself conveys a message.

2. **Every communication has both a content and a relationship aspect.** These aspects are always present and continuously influence one another. The content aspect refers to signs or symbols that indicate features of objects, people, or events. The relational aspect refers to how one perceives the information and the other person, and it shapes the interpersonal relationship between communicators. This, in turn, affects the content interpretation.

3. **The nature of a relationship is determined by the punctuation of communication sequences.** Each participant in a conversation tends to perceive their own viewpoint as the starting point of communication. This subjective “punctuation” influences how individuals interpret causes and effects in communication. People affect each other’s behavior through their own actions.

4. **Communication occurs both digitally (verbally) and analogically (non-verbally).** Verbal (digital) communication involves the exchange of information through words. Non-verbal (analog) communication expresses attitudes and relational messages via facial expressions, gestures, eye contact, posture, tone of voice, and speaking style. These forms of communication take place simultaneously. Problems arise when there is a discrepancy between the verbal and non-verbal messages, or when non-verbal cues are misinterpreted, especially since non-verbal communication often operates outside of conscious control.

5. **Human relationships are either symmetrical or complementary.** In a symmetrical relationship, participants interact as equals. In a complementary relationship, the roles are differentiated—for example, manager and employee, or supervisor and subordinate. Each type of relationship influences the form and outcome of communication <sup>1</sup>.

## Verbal Communication

Verbal communication involves the use of words and serves as a medium for transmitting information through symbols and signs in a way that can be commonly understood. The primary focus in verbal communication is on the spoken or written word, as language is the central channel of this form of communication <sup>2</sup>.

Forms of verbal communication include **written communication** (reading and writing) and **oral communication** (speaking and listening). Studies show that people use only a limited portion of their reading capacity and spend little time reading—approximately 16%<sup>3</sup>. Writing accounts for about 9%<sup>4</sup> of communication. Common forms of writing used to express ideas include books, poems, stories, letters, articles, scientific papers, greeting cards, postcards, and emails. A major advantage of written communication is its permanence and the fact that it can be preserved over time.

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<sup>1</sup> <https://repozitorij.unipu.hr/islandora/object/unipu:848/datastream/PDF/view>

<sup>2</sup> <https://repozitorij.unipu.hr/islandora/object/unipu:848/datastream/PDF/view>

<sup>3</sup> Miljković, D., Rijavec, M. (1997). *Razgovori sa zrcalom: psihologija samopouzdanja*. Zagreb: IEP

<sup>4</sup> Miljković, D., Rijavec, M. (1997), citirano delo.

Verbal communication is primarily oral. In everyday exchanges, speaking constitutes around 35%, while listening accounts for approximately 40% of communication<sup>5</sup>. Speaking is a one-way process and represents the most characteristic form of communication—where information is given but not necessarily received. In contrast, conversation is a two-way process, where messages are both sent and received (Bašić & al. 2005). Messages transmitted orally often arrive at the recipient in a modified form. These modifications are typically the result of inattentive listening or the tendency to hear only what one wants to hear.

**Listening** refers to paying attention to what the speaker is saying and may be either active or passive. Active listening is essential for both verbal and non-verbal communication. It involves focusing on the speaker with empathy and intent to understand. Passive listening, on the other hand, involves minimal effort and often leads to neglecting the speaker's intentions.

The primary role of oral communication is to deliver messages and information. Direct and positive conversation can serve as a strong motivator and elicit feelings of importance and satisfaction. For communication to be successful, it is important that the message is transmitted without alteration from sender to receiver, understood correctly, evaluated appropriately, and responded to accordingly. Gaining the respect and trust of others is vital, whether the communication is oral or written.

In verbal communication, clarity should be supported by proper tone, gestures, and facial expressions to ensure the message is accurately interpreted. Every spoken word should carry a specific meaning to avoid misunderstanding.

The purpose of verbal communication is to inform us about surrounding events, express emotions and opinions, and enable conscious decision-making. Therefore, it is important to choose words and communication styles carefully, to ensure the message is understood. The efficiency of verbal communication can be improved by<sup>6</sup>:

- using language that is widely understood and minimizing the use of foreign words,
- eliminating ambiguities, especially in cross-cultural communication, where people from different cultural backgrounds may interpret messages differently,
- keeping messages short, simple, and concrete, adapting to the listener's speech style, and avoiding internal monologues,
- illustrating key ideas with examples or comparisons, such as visual aids or personal experiences,
- repeating and summarizing important points in long conversations to ensure message retention.

The effectiveness of verbal communication depends on both the **sender** and the **receiver**. Successful communication requires knowledge of language, verbal and non-verbal components, communication skills, attitudes, and cultural norms. One should always ask for clarification when something is unclear, as misunderstanding can lead to incorrect learning. It is advisable to treat others the way we would like to be treated in a similar situation (Miljković & Rijavec 1997).

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<sup>5</sup> Miljković, D., Rijavec, M. (1997), citirano delo.

<sup>6</sup> [http://www.skolamedvinogradska.hr/sites/default/files/PROFESIONALNA\\_KOMUNIKACIJA.pdf](http://www.skolamedvinogradska.hr/sites/default/files/PROFESIONALNA_KOMUNIKACIJA.pdf), 21.01.2023.)

## Verbal Communication in Business

Effective verbal communication in business requires the knowledge and application of skills and strategies that lead to positive outcomes in professional environments. In the business world, verbal communication must adhere to the rules of formal language. Public speaking and business presentations must be continuously practiced and refined in order to advance professionally.

Business owners, managers, and employees utilize various methods and tools of communication to represent their companies, ensure understanding within teams, and improve business results. Communication skills are vital for successful management because they enhance teamwork, client relations, and overall business performance. Communication can take many forms, including intrapersonal (communication with oneself), interpersonal (with others), general and business communication, verbal and non-verbal communication, as well as media and digital communication. In the communication process, different forms often overlap, especially in modern business, where communication skills and strategies are measured by results and financial outcomes<sup>7</sup>.

Key elements of verbal communication in business should be applied consistently. These include business negotiation, business etiquette, business presentations, and the use of electronic communication systems. Education and continuous training in accordance with the latest trends and findings in communication are essential for success in modern business. Through intrapersonal communication, individuals reflect on their own thoughts in order to convey clear messages to their colleagues. The oldest, simplest, and fastest form of communication remains face-to-face verbal communication<sup>8</sup>.

In addition to oral communication, many professionals prefer written communication due to the reliability and security offered by modern digital technologies. Message senders sometimes fail to consider the meaning of a message before delivering it or may feel nervous during conversations, which affects how the message is received. Some individuals speak too quietly—not due to a lack of knowledge, but because of external stressors or workloads that influence their communication<sup>9</sup>.

In today's business environment, etiquette is essential. It consists of rules of proper conduct based on social norms, which must be learned and respected. Some jobs demand high levels of concentration and attention, which may lead to overlooking social niceties such as greetings, questions, or responses. However, practicing professional etiquette can significantly improve workplace relationships<sup>10</sup>.

Communication plays a vital role in modern business. Many companies actively seek ways to improve communication both within the organization and with external stakeholders, in order to boost their business performance. Training employees to write business letters, memos, or conduct professional phone conversations is not a simple task. Effective communication and successful operations require managers to engage with all participants in the business process—especially with employees. This helps prevent misunderstandings that affect productivity, efficiency, and morale. Managers must share ideas, define goals, and communicate about projects clearly. The goal is for every team member to understand their task and the

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<sup>7</sup> <https://repozitorij.unin.hr/islandora/object/unin:1213/datastream/PDF/view>

<sup>8</sup> <https://repozitorij.mev.hr/islandora/object/mev:496/datastream/PDF/view>

<sup>9</sup> <https://proprium.hr/verbalna-i-neverbalna-komunikacija-u-poslovanju/>

<sup>10</sup> <https://proprium.hr/verbalna-i-neverbalna-komunikacija-u-poslovanju/>

broader business objectives <sup>11</sup>.

Improving internal communication and communication with superiors involves interest, creativity, knowledge, and skills. Every company should have a clear work plan, defined tasks, and direct communication between employees and managers. This reduces stress, dissatisfaction, and conflict. Communication between staff and management includes reporting on completed work, presenting plans, ideas, opinions, and complaints.

Business associates should be engaged in business activities by seeking information about current results and future plans. Effective communication builds strong interpersonal relationships in the company, increases quality and productivity, motivates employees to perform better, and encourages them to propose their own ideas.

A manager should strive to maintain an optimal level of conflict within the company to support effective operations. Effective verbal and non-verbal communication is a key to business success, inseparable from ethics and professionalism. It forms the foundation of successful management and corporate development <sup>12</sup>.

### **Non-Verbal Communication**

People express their attitudes toward themselves and their environment not only through words but also through non-verbal signals—what is often referred to as body language. Like verbal communication, non-verbal communication includes various behavioral strategies used in different situations and settings. Behavioral scientists, in collaboration with sociologists, educators, psychiatrists, and anthropologists, have estimated that as much as 80% of a first impression is based on body language, which often has a stronger impact than the spoken word (Pease, 1991).

We use body language to convey messages even before we speak—communicating non-verbally with those around us. Non-verbal communication is older and predates the development of verbal language in human society, although systematic research into it began just over forty years ago. People are aware that they present themselves through body movements, which may reflect gestures of courtesy or socially expected behavior. Non-verbal behavior is learned, and each person adapts it to community norms in anticipation of optimal interaction with their surroundings (Marot, 2005).

Studies have shown that non-verbal cues often influence us more powerfully than verbal ones. From an early age, children are taught proper behavior, including socially acceptable gestures and signs of impoliteness (e.g., pointing fingers, placing elbows on the table, etc.). These learned movements are consciously used and shaped by cultural differences. Polite behavior is not universally interpreted the same way across cultures. For instance, interpersonal distance during communication may range from 15 centimeters in intimate settings to over 3.6 meters in public speaking scenarios.

The accepted distance between people during conversations varies across cultures. What is acceptable in one cultural context may be perceived as intrusive in another. For example, in many European

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<sup>11</sup> <https://proprium.hr/verbalna-i-neverbalna-komunikacija-u-poslovanju/>

<sup>12</sup> [http://seminarko.weebly.com/uploads/3/0/6/5/30656523/seminar\\_organizacijska\\_psihologija\\_komunikacija.pdf](http://seminarko.weebly.com/uploads/3/0/6/5/30656523/seminar_organizacijska_psihologija_komunikacija.pdf), (21.01.2023.)

Union countries, appropriate interpersonal distance during conversation ranges from 46 centimeters to 1.22 meters. In business settings, leaning toward or touching a conversation partner is generally avoided.

Non-verbal communication can be classified into several categories: body language, gestures, facial expressions, eye contact, and a range of combined movements. These gestures—whether conscious or unconscious—play an essential role in the communication process and can be perceived as either threatening or friendly. The speaker's body posture and behavior often align with their attitude, and understanding non-verbal signals helps to interpret intentions reflected in physical stance and movement. Discomfort, as expressed through posture, gestures, or facial expressions, may signal behavior that is socially unacceptable in a given context. Gestures may also serve as signals that reflect a person's internal state (e.g., covering the mouth or nose, avoiding eye contact, adjusting the collar—implying disapproval, discomfort, or dishonesty)<sup>13</sup>.

It is important to distinguish between unconscious body movements and consciously performed gestures. When studying greeting rituals, various elements that affect communication value must be considered, including (Pintarit, 2002):

- **Kinesic cues** (facial expressions, gestures, posture),
- **Superceptive cues** (feelings of sympathy, antipathy, empathy),
- **Tactile cues** (touch, handshakes),
- **Ritual signs** (kissing, waving),
- **Status symbols** (behavior related to age, education, social status).

Taking both conscious and unconscious aspects into account, we can distinguish five main types of gestures (Ekman, 1969):

1. **Emblems** – gestures with a direct verbal equivalent,
2. **Illustrators** – gestures that emphasize or clarify verbal messages,
3. **Affective displays** – facial expressions that convey emotions,
4. **Regulators** – gestures that help manage interaction flow,
5. **Adaptors** – gestures that reveal feelings or personal needs.

The non-verbal system categorizes communication into actions, gestures, signals, and signs. Body movements can be divided based on whether they are innate, self-developed, or adopted from others<sup>14</sup>.

Culture is a form of communication, and sentences may lack meaning without accompanying non-verbal cues. Non-verbal communication is often more impactful and is developed over a longer period. People are rarely willing to reveal their full selves instantly—trust and understanding take time to develop (Hall, 1976).

Non-verbal communication also includes behavioral norms that must be respected. Ignoring these norms can result in being perceived as impolite, causing discomfort or even social rejection. While we may be more aware of good manners in verbal exchanges, non-verbal behavior often operates at a subconscious level. By understanding the rules of non-verbal communication, we can project ourselves as self-aware and reliable individuals. Equally important, however, is our ability to read and interpret the intentions and reactions of the person we are communicating with<sup>15</sup>.

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<sup>13</sup> Pease, A. (1991), citirano delo.

<sup>14</sup> Marot, D., (2005), citirano delo.

<sup>15</sup> Marot, D., (2005), citirano delo.

## Communication and Business Success

Communication among employees is a fundamental precondition for the functioning of any company—it represents its core. Without communication, an organization cannot exist (Mikić, 2010).

Key characteristics of effective communication include **accuracy, professionalism, clarity, and quality**—all of which are not innate but acquired through continuous learning and personal development. Efficient communication within a company requires knowledge, skills, and confidence. The fact that communication demands such competencies illustrates how complex the process truly is. Its influence on business success is reflected in the growing number of managers who study communication methods and enhance their skills by re-evaluating how they perceive this process<sup>16</sup>.

Within the company, communication fulfills several essential functions<sup>17</sup>:

- **Instruction** – Communicating orders or directives from higher to lower levels in the organizational hierarchy, aimed at executing specific tasks.
- **Integration** – The consolidation function that coordinates activities across different departments within the company.
- **Unification** – Aids in harmonizing various managerial functions.
- **Information** – Notifying individuals or groups about specific tasks, procedures, or operations. This flow of information can move vertically, horizontally, or diagonally across the organization.
- **Evaluation** – Assessing the effectiveness of communication by measuring the contribution of individuals or teams to the company's overall performance.
- **Guidance** – Providing employees with directions necessary for task execution. These instructions can be either verbal or written.
- **Training** – For example, occupational safety training increases worker safety and reduces company expenses.
- **Influence** – Achieving influence over others or being influenced by them requires communication. A person with persuasive potential can easily convince others.
- **Image building** – A company cannot operate in isolation. It must foster trust within its environment, which is achieved through strategic communication.
- **Employee orientation** – Familiarizing new employees with colleagues, company rules, regulations, and organizational culture.

Problems stemming from misaligned or poor communication exist at all levels of a company and negatively impact business performance. Ineffective communication hinders team cooperation and may even cause negotiations to fail. Salespeople who fail to recognize and adapt to customer communication styles will be less effective. Suppliers who do not understand the communication norms of their counterparts may struggle to build rapport. Managers who neglect to adjust their communication with subordinates make their jobs unnecessarily difficult. These examples represent everyday business realities, though they are often overlooked. The core problem lies in the absence of clear metrics to quantify the damage caused by poor

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<sup>16</sup> Laketa, L., Laketa, M., Kolev, D., (2017), citirano delo.

<sup>17</sup> Banković, M., (2013), citirano delo.

communication.

In most cases, people will not openly state that they disliked someone's communication style. A key prerequisite for successful communication is adopting the mindset of **"I'm OK, you're OK"**, which emphasizes mutual respect and the belief that all parties are equally important and entitled to understanding. Achieving one's goals while maintaining a healthy relationship with others is the ideal outcome<sup>18</sup>.

As companies strive to improve their operations, increasing attention is being devoted to communication. Simple, clear, and targeted communication serves as a tool for disseminating information and as a platform for successful business operations. At all levels of work and decision-making, communication acts as a driver of change—both locally and globally. A well-designed communication system ensures goal achievement, employee motivation, and transparency within the company. The growing significance of communication in modern times cannot be overstated. As a complex, dynamic, and all-encompassing activity, communication has become a central subject of academic and business research (Dobardžić, 2015).

Interest in this topic stems from the crucial role communication plays in business. Successful employee collaboration depends on information exchange, making communication essential for the establishment, continuity, and adaptability of any organization.

Communication serves as a mechanism for transferring information and forming the basis for cooperation, making it essential for all organizational interactions (Bismarck & al. 1999).

Effective communication strengthens employee trust in the company's vision and mission, facilitates development and necessary changes, and supports behavior change. It enhances the company's image, reveals new business opportunities, and determines how the company is perceived by society—based on how well its communication processes are conceived and implemented (Mucchielli, 2010).

## Conclusion

Communication is a fundamental and indispensable part of everyday business operations. It represents an essential element of organizational success, encompassing not only verbal but also non-verbal forms that influence how messages are transmitted and interpreted. A well-established communication system within a company strengthens collaboration, builds trust among employees, and improves overall business performance.

The way we communicate has a direct impact on the quality of relationships within the organization and with external partners. Business success largely depends on effective communication between managers and employees, employees among themselves, and between the company and its environment. Clear, purposeful, and professionally conducted communication leads to better decision-making, problem-solving, innovation, and adaptability in changing market conditions.

In addition to verbal communication, which involves the use of spoken or written language, non-verbal communication plays a critical role in expressing emotions, attitudes, and intentions. The ability to align verbal messages with non-verbal cues ensures message clarity and helps build credibility and authority. Misalignment between verbal and non-verbal communication often leads to misunderstandings and reduces

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<sup>18</sup> Laketa, L., Laketa, M., Kolev, D., (2017), citirano delo.

Andelić S., Milutinović O., Bauder J., Fišer M. (2025). Effects of verbal and non-verbal communication on the business success of the company. *Social Informatics Journal*,4(1), 01-12.

communication effectiveness.

Through communication, employees convey their ideas, attitudes, and feelings, participate in decision-making, and contribute to organizational goals. It is therefore necessary to continuously develop communication competencies at all levels of the company, through training, feedback, and awareness of cultural and interpersonal differences.

The success of a company depends not only on the quality of its products or services but also on how effectively it communicates internally and externally. By improving communication strategies and skills, companies can enhance their reputation, competitiveness, and long-term sustainability.

### **Conflict of interests**

The authors declare no conflict of interest.

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## The Potential Contribution of DAOs to the Digital Transformation of Society: Ethical and Socioeconomic Perspectives on DAO-AI Synergy

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**Abstract:** This article explores the potential of Decentralized Autonomous Organizations (DAOs) to contribute to the digital transformation of society through the lens of ethics, social structure, and emerging economic paradigms. The focus is on the synergy between DAO structures and artificial intelligence (AI), and the ways in which such convergence may support new redistributive mechanisms such as Universal Basic Income (UBI) and Inclusive Capitalism. By combining conceptual analysis, relevant case studies, and data derived from existing research, the article evaluates whether DAO-AI systems can provide scalable, ethical, and decentralized alternatives to traditional organizational and economic models.

*Keywords:* DAO, artificial intelligence, inclusive capitalism, digital transformation, UBI, ethics, governance.

### Introduction

In the context of rapid technological advancement and growing distrust in centralized institutions, new socio-technical paradigms are emerging that challenge traditional models of governance, economics, and social organization. Among the most promising innovations are Decentralized Autonomous Organizations (DAO) designed to enable distributed decision-making, transparent operations, and community-driven governance. A DAO is a blockchain-based system that enables people to coordinate and govern themselves mediated by a set of self-executing rules deployed on a public blockchain, and whose governance is decentralized (i.e., independent from central control) (Hassan and De Filippi, 2021).

Originally conceptualized as trustless coordination mechanisms for digital economies, DAOs have evolved into complex, programmable systems capable of managing resources, executing rules, and organizing labor with minimal human intervention.

Parallel to this development is the rise of Artificial Intelligence (AI), whose capacity to automate decision-making, optimize processes, and generate adaptive insights offers unprecedented leverage in both public and private sectors. However, AI systems are frequently deployed within centralized frameworks, raising concerns about accountability, equity, and ethical misuse.

This article proposes to explore the synergy between DAO and AI as a potentially transformative force in the digital evolution of society. By combining DAO's decentralized governance architecture with AI's adaptive capabilities, it may be possible to create scalable, transparent, and ethically informed systems that offer alternatives to traditional economic and institutional models. Such systems could support novel redistributive frameworks, such as Universal Basic Income (UBI), and foster a transition toward inclusive capitalism (World Economic Forum, 2020). Rather than proposing a one-size-fits-all model, the aim is to outline the conditions under which DAO-AI integration can meaningfully contribute to human-centered digital transformation.

## Technological Foundation: Blockchain, Smart Contracts and The Logic of Automation

The foundation of any DAO lies in blockchain technology, a distributed ledger system that enables secure, transparent, and immutable recording of transactions across a network of nodes. Unlike traditional databases managed by central authorities, Blockchain technology is based on the ability of the algorithm to reach consensus in a decentralized network without resorting to external authority to testify and conduct the transaction. As such, blockchain technology not only solves some technical aspects of the system but also touches on very important societal issues of “trust”, “authority” and “consensus” (Bjelajac and Bajac 2022).

At the heart of this infrastructure are smart contracts—self-executing code stored on the blockchain that enforces rules and conditions predefined by the community. Smart contracts serve as the “legal-operational core” of DAOs, automating governance, treasury management, and incentive distribution. For instance, DAO governance proposals and voting procedures are often encoded into smart contracts that trigger actions once quorum and approval thresholds are met. The “consensus” reached by the consensus algorithm embedded in smart contract should not be misunderstood as a kind of agreement on the truth of the event, but rather as an incentive-driven settlement, the truth of which is decided by random attempts to consume CPU power. The “fairness” of the consensus algorithm, or rather its legitimacy, does not lie in negotiations, the consensus of opinion or some notion of justice or objective truth, but in coincidence and large numbers that create an operational consensus of computers online (Brekke, 2019).

DAOs can be understood as programmable organizations whose behavior is guided by code, not human discretion. This introduces a new form of algorithmic coordination—an emergent logic of automation where rules are enforced not by institutional authority but by decentralized code. These organizations challenge the very notion of centralized control by distributing decision-making across a network of token holders or verified participants.

Another crucial concept is scalability, which refers to the system's ability to handle increased demand without compromising performance or security. Early blockchain implementations such as Bitcoin faced limitations in transaction throughput, but newer protocols like Ethereum 2.0, Arbitrum, and Polkadot aim to enhance scalability through techniques such as sharding and layer-2 solutions.

In parallel, Artificial Intelligence (AI) has made significant advances in automating cognitive tasks, from natural language processing to predictive analytics. While blockchain provides transparency and tamper-resistance, AI brings adaptivity, learning, and dynamic optimization. AI-driven DAOs introduce a new organizational paradigm, in which autonomous agents operate independently, making decisions without continuous human oversight. These entities represent not only a technological revolution, but also the potential to produce and commercialize their own goods and services through AI coordination, while directing profits to real human beneficiaries. In this configuration, AI DAOs could function as semi-autonomous economic actors whose surplus is redistributed to human stakeholders. Looking ahead, such systems may play a pivotal role in advancing Universal Basic Income (UBI) frameworks, which are increasingly discussed as viable responses to the socioeconomic disruptions induced by digital transformation (Bajac & al, 2022). UBI is a system in which a government (or private entity) gives all citizens a fixed, regular payment regardless of the citizen's income level, age or employment status (Matthew, 2018).

The convergence of DAO and AI rests on the compatibility of two technological logics:

- Blockchain ensures governance integrity through decentralized, transparent enforcement.
- AI ensures governance efficiency through intelligent automation, insight extraction, and adaptive learning.

Traditional organizations	AI DAOs
<ul style="list-style-type: none"> <li>• <b>Governance</b> Top down management, many information &amp; decision bottlenecks</li> <li>• <b>Trust</b> Based on experience and past relationships</li> <li>• <b>Decision-making</b> Based on expertise and seniority</li> <li>• <b>Operational costs</b> High</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Governance</b> Embedded in the code (smart contracts)</li> <li>• <b>Trust</b> Crptography (Blockchain)</li> <li>• <b>Decision-making</b> Automated thanks to AI (independent agents or AGI) and smart contracts</li> <li>• <b>Operational costs</b> Low</li> </ul>

Table 1. Comparison: Traditional vs. AI DAO organization

This dual infrastructure sets the stage for next-generation socio-technical systems that combine the legitimacy of collective decision-making with the operational power of intelligent machines. Such systems can, in theory, automate not only resource distribution but also ethical reasoning, conflict resolution, and social coordination at scale.

### DAO Structure and Economics: Governance, Tokens and Incentives

Decentralized Autonomous Organizations (DAOs) operate through a structural logic fundamentally distinct from that of traditional hierarchical institutions. While corporations rely on centralized boards and managerial hierarchies to make and enforce decisions, DAOs distribute authority horizontally, often through on-chain governance mechanisms that empower stakeholders to propose, deliberate, and vote on initiatives (Reijers & al 2018).

At the core of DAO governance lies the governance token - a cryptographic asset that typically grants its holder voting rights within the organization. These tokens are often issued during an initial distribution phase, (e.g., Initial Coin Offering<sup>1</sup>, airdrops, or liquidity mining) and can also represent ownership, access rights, or reputational weight, depending on the DAO's design.

There are several governance models commonly used in DAOs:

- Token-weighted voting, where voting power is proportional to token ownership.
- Quadratic voting, which aims to equalize influence by making vote cost increase quadratically with the number of votes cast.
- Reputation-Based Governance where voting power is earned through meaningful contributions (not just token ownership). Reputation points are tied to activity and value delivered.
- Hybrid Governance combine elements of multiple governance types, customizing them based on DAO needs <sup>2</sup>.

Economic coordination in DAOs is guided by incentive alignment mechanisms coded into smart

<sup>1</sup> An Initial Coin Offering (ICO) is a fundraising mechanism in the cryptocurrency industry, akin to an Initial Public Offering (IPO) in the traditional financial sector. Companies aiming to gather resources for the creation of a new coin, application, or service can launch an ICO. Participants interested in the project can acquire tokens during the ICO and receive a new cryptocurrency token issued by the company. This token may have utility related to the product or service the company provides or represent a stake in the company or project.

<sup>2</sup> **Example:** Decentraland DAO mixes token voting, reputation, and other models to balance flexibility with fairness.

contracts. These mechanisms include:

- Treasury management, where collective funds are used to support ecosystem development.
- Workstream funding, where contributors are compensated for tasks via token payments.

### Invisible Hand vs. Code-as-Law

While the economics of DAOs remain experimental, their potential lies in the programmability of incentives - the ability to encode economic rules directly into infrastructure, allowing for the emergence of new forms of digital cooperativism and post-capitalist experimentation. In this sense, the DAO becomes not just a decision-making tool, but an evolving organism, continually reshaped by its community and codebase.

In classical economics, Adam Smith's 'invisible hand' symbolizes the idea that individual self-interest operating in a free market can unintentionally lead to outcomes that benefit society as a whole. This principle rests on assumptions of rational behavior, price signals, and minimal state intervention, allowing decentralized actors to engage in economic exchange without central planning (Smith, 2013).

In contrast, DAOs impose explicit coordination frameworks in which incentives, constraints, and outcomes are predefined by algorithmic rules. As Lawrence Lessig famously argued, in the digital age, "code is law" - and in DAO ecosystems, governance is law encoded (Lessig, 1999). All members agree that their participation in The DAO is entirely subject to the code as it is implemented on the Ethereum blockchain, a concept known as "Lex Cryptographia," or the "code is law" (DuPont, 2017).

Dimension	"Invisible Hand" (Adam Smith)	DAO Codified Coordination
<b>Nature of Coordination</b>	Emergent, spontaneous	Designed, algorithmic
<b>Medium of Trust</b>	Social norms, market signals, legal institutions	Blockchain protocols, smart contracts
<b>Decision-making</b>	Implicit, decentralized via market behavior	Explicit, rule-based via governance mechanisms
<b>Incentive Structure</b>	Profit motive guided by price system	Tokenomics (programmable incentives)
<b>Governance</b>	Indirect via market forces and state policy	Direct via token-weighted or community voting
<b>Transparency</b>	Opaque (subject to information asymmetry)	Fully transparent (on-chain auditable logic)
<b>Adaptability</b>	Slow, dependent on policy and institutional change	Dynamic (via governance updates, parameter changes)
<b>Ethical Assumptions</b>	Maximizing self-interest yields collective good	Incentive design aligned with community-defined goals
<b>Role of Participants</b>	Consumers/producers in market ecosystems	Stakeholders, co-creators of protocol rules and outcomes
<b>Failure Modes</b>	Externalities, monopolies, inequality	Code exploits, plutocracy, low engagement, design rigidity
<b>Philosophical Status</b>	Naturalistic – the market as an organic system	Constructivist – the market as a programmable, intentional artifact

Table 2. Comparison: Adam Smith's Invisible Hand vs. DAO Codified Coordination

## DAO+AI Synergy: Functional, Ethical and Social Implications

The convergence of Decentralized Autonomous Organizations (DAOs) and Artificial Intelligence (AI) represents one of the most compelling frontiers in socio-technical innovation. AI DAO can transform the concept of DAO in order to achieve its mission, to enable everyone to contribute to the development of artificial intelligence by close human supervision (Bajac & al. 2022). While DAOs provide transparent, community-governed infrastructures for decentralized coordination, AI brings the power of adaptive

learning, real-time optimization, and autonomous decision-making. Their synergy could profoundly reshape how decisions are made, how value is distributed, and how institutions - both digital and physical - are governed.

**Functional Integration:** AI as an Operational Agent within DAOs can enhance DAO operations by functioning as a cognitive agent capable of supporting or even executing tasks such as proposal evaluation based on historical data, sentiment analysis, or predictive modeling, automated moderation of community discussions and dispute resolution processes, resource allocation through machine learning-based prioritization of treasury spending, behavioral analytics to identify low-engagement zones or participation anomalies, dynamic incentives, adjusting rewards in real time according to contribution quality. This kind of AI-augmented governance does not necessarily replace human decision-making, but extends it, enabling DAOs to function at scale and in high-complexity environments without centralized bureaucracy.

**Ethical Implications:** the integration of AI into governance processes raises crucial ethical questions. Who writes the algorithms? Who audits the models? And how do we ensure that AI agents operate within the moral framework defined by the DAO community? The process of classifying data is a core practice in artificial intelligence, but "what is often missing is a more fundamental set of questions: How does classification work in machine learning? In what ways do classifications interact with the classified? What unspoken social and political theories underlie and support these classifications of the world" (Crawford, 2021).

Key concerns include:

- Algorithmic bias: AI models trained on historical or market data may reproduce existing inequalities.
- Opaque decision-making: Black-box AI systems may violate the DAO's norm of transparency.
- Consent and autonomy: Members may be governed by systems they do not fully understand or control.
- Delegated ethics: If AI can vote or prioritize, what ethical logic is embedded in its actions?

**Social Implications:** the synergy of DAO and AI also prompts reevaluation of the future of work, labor value, and participation. As AI automates cognitive and managerial tasks, human roles in DAOs may shift toward curation, ethical oversight, and creative problem-solving, greater participation by marginalized groups, more efficient and fair disbursement of shared resources.

DAO+AI systems can be envisioned as symbiotic governance frameworks-networks in which collective intelligence (community values, social trust, deliberation) and artificial intelligence (data modeling, automation, optimization) are integrated into a co-evolving architecture. Rather than framing AI and DAO as opposites-one mechanistic, the other democratic—this article posits that their combination, if ethically stewarded, could result in novel institutional forms capable of addressing challenges that neither could solve alone. The rise of AI DAOs and blockchain-based governance introduces the possibility of non-state, decentralized Universal Basic Income systems-funded, managed, and distributed by smart contracts and governed by communities rather than governments.

### **Ethical Horizons and Inclusive Capitalism: The Social Role of DAO-AI Systems**

The integration of DAOs and AI is not merely a technological evolution - it represents a potential inflection point in how societies conceptualize governance, value, equity, and participation. This convergence challenges the dominant institutions of the industrial age and opens the door to new forms of collective agency, distributed ownership, and ethical design.

#### **From Capitalism to Inclusive Capitalism**

While DAOs often function within market frameworks and utilize crypto assets, their architecture enables the redistribution of value, cooperative ownership, and programmable incentives that go beyond extractive capitalism. When combined with AI, these systems can help operationalize the core tenets of

inclusive capitalism. In de Jong's view, inclusive capitalism involves creating institutions that balance economic prosperity with fairness and sustainability, redefining success beyond mere wealth accumulation to include shared value and long-term collective benefit. (de Jong, M. 2021).

Key principles include:

- Democratization of value creation – enabling broader participation in productive and financial systems.
- Transparency and accountability – embedding fairness into protocol logic.
- Stakeholder-centric design – prioritizing long-term community outcomes over short-term profit maximization.
- Resilience through decentralization – reducing dependency on monopolistic actors and fragile institutions.

In this context, DAO-AI ecosystems function as a post-institutional platforms technological commons governed by code but directed by community.

### **Ethics by Design: Encoding Justice and Inclusion**

The possibility to encode governance rules and decision-making criteria into smart contracts and AI agents introduces a new ethical frontier: one where morality becomes a programmable function. However, this capacity also entails responsibility: who defines fairness in algorithmic redistribution? Can bias be eliminated, or merely shifted to technical parameters? How are minority voices protected in systems that favor consensus or token-weighted voting? What counts as contribution, and who gets to decide?

DAO-AI systems must grapple with algorithmic ethics, ensuring that decisions about inclusion, rights, and access reflect collective values rather than encoded prejudice or plutocratic tendencies. This invites the development of participatory ethics: systems where norms evolve dynamically and reflect a diversity of perspectives.

### **Universal Basic Income as a Moral Imperative**

Universal Basic Income, in this context, becomes more than a policy experiment-it is a moral proposition grounded in the principles of human dignity, autonomy, and solidarity. A DAO-based UBI system - governed openly, executed fairly, and funded collectively-can reflect a new digital social contract, especially in a world marked by job displacement through automation, deepening economic inequalities, institutional erosion and loss of trust.

AI-supported redistribution mechanisms offer not just efficiency, but the possibility of moral scalability, where collective values are implemented at planetary scale, with minimal bias and maximum transparency.

### **Risks of Digital Exclusion and Algorithmic Elitism**

However, utopian narratives must be tempered by realism. DAO-AI systems, if poorly designed, may reinforce the very dynamics they seek to escape: digital exclusion of those without infrastructure or skills; algorithmic elitism, where technical literacy becomes a gatekeeper; technocratic opacity, replacing institutional bureaucracy with black-box systems; governance capture, where token wealth substitutes political capital.

### **The Future of Governance as Collective Intelligence**

DAO-AI systems present a third path between state-centric governance and corporate control-what some theorists call algorithmic commons (Thompson & al. 2020). In these systems:

- Governance is participatory and modular.
- Rules are transparent and alterable.
- Ethics are embedded and subject to communal revision.
- Value is not extracted but circulated.

This vision aligns with the idea of collective intelligence at scale: distributed communities enhanced by computational agents, coordinating not through coercion or competition, but through protocolized cooperation. DAO-AI synergy thus becomes not only a tool for redistribution, but a platform for

reimagining democracy, solidarity, and justice in the digital era.

### Conclusion: From Infrastructure to Imagination

The convergence of DAOs and AI offers more than just technical innovation, it invites a profound rethinking of how human societies can coordinate, distribute, and govern in an increasingly digital, uncertain, and interdependent world. By embedding decision-making processes into transparent code and augmenting them with intelligent systems, DAO-AI synergy introduces a new institutional grammar-one that is decentralized, programmable, and potentially ethical by design.

This article has explored how DAOs and AI can jointly support new redistributive mechanisms such as Universal Basic Income (UBI), contribute to inclusive capitalism, and operationalize collective ethic at scale.

Yet, the promise of these technologies is not guaranteed. Risks of plutocracy, algorithmic bias, digital exclusion, and technocratic opacity persist. Without vigilant design, critical reflection, and participatory engagement, DAO-AI systems may replicate or even amplify the inequities they claim to solve.

Nonetheless, the DAO-AI model offers an experimental and modular arena for prototyping alternative futures-one where value is distributed, governance is shared, and ethics are not just debated but implemented through open, modifiable systems. In this light, DAOs and AI do not merely automate governance; they expand the imaginative space of the political - where code becomes a site of justice, and infrastructure becomes a site of care.

The task ahead is to ensure that these new tools are governed not only by logic and efficiency but by the principles of inclusion, transparency, solidarity, and dignity. The DAO-AI horizon may not yet be fully formed, but it is already shaping the questions we ask, the systems we build, and the futures we dare to imagine.

The future is as uncertain as ever, but the world of the future must be decentralized. Decentralization must become the guiding idea of the millennial transition of the post-democratic world towards the distribution of power to a much larger number of social actors than has been the case so far. Decentralized Internet and new technologies will provide countless organizational forms and opportunities for each person to choose the way to participate in the global collaborative economy (Bajac & al. 2022).

### Conflict of interests

The authors declare no conflict of interest

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# Rapid Urbanization and the Nigerian Landscape: the Gains, the Menaces, and Strategies for Future Success

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**Abstract;** The environment is the fiber and bedrock upon which Urbanization thrives. In modifying the environment to accommodate urbanization, care must be taken to avoid any form of exploitation, degradation, abuse, and misuse. But this has not been the case in Nigeria, urbanization has occurred rapidly through unsustainable activities and lifestyles that deplete the environment, and the lives of the very inhabitants it should so dutifully protect. This paper analyzes how Nigeria's rapid urban growth is affecting landscape design and sustainability, and strategies for combating the negative effects of urbanization on the landscape are proposed.

**KEYWORDS:** *Urbanization, Landscape, Rural, Urban, Nigeria.*

## Introduction

### 1.1. Background

Rural dwellers are constantly on the move to the cities with greater potential. Their reasons include the quest for a better life, the desire to achieve a higher education, job stability, purchasing power, or simply tourism. With this move, cities, which may have begun as small compact units with just enough facilities to accommodate its pioneering dwellers begin to grow. This growth is called Urbanization, and it also occurs naturally through the increased births in the city.

Believed to have begun in 4300-3100BCE in the Uruk period of ancient Mesopotamia when a certain "prosperous and efficient village attracted the attention of other less prosperous tribes who then attached themselves to the successful settlement" (Mark, 2014). Slowly but surely, this urbanization pattern has repeated itself in all nations around the globe further compounding the climate change crisis.

Asia, which has 30% of the global land mass, and is home to nearly half the world's population, has urbanization traced to rural-urban migration inspired by administrative, commercial, and maritime cities which now have gained political significance. When analyzed individually, East and North-East Asia is rapidly urbanizing. South-East Asia features relatively high urbanization rates, South and South-West Asia are one of the least urbanized with high Urbanization rates centered in the oil-rich central Asian countries and very low in the "non-fossil-fuel- producing and less diversified economies, such as Kyrgyzstan and Tajikistan."

China, believed to have half of its population living in cities is hailed for its successful urbanization practice which was achieved by either limiting rural-urban migration or directing this movement away from the big cities towards growing or medium-sized ones, drastically limiting the number of slums.

This urbanization has been experienced in every country, at different rates with an estimate showing that more than 50% of the world's population presently live in urban areas.

### 1.2. Urbanization in Nigeria

The urbanization in Nigeria is both rapid and continuing. 5 out of the 30 largest urbanized cities in Africa are in Nigeria, and her urban population is recorded to be growing at an alarming rate of 4.3 percent per annum, with an estimate that in 2037, her urban population would have doubled (URBANET, 2018).

The main cause of urbanization in Nigeria can be summarized by the rural push and urban pull effect (Jedwab, Christiaensen, and Gindelsky, 2014).

The rural-push effect refers to the unpleasant situations that make living in rural areas undesirable for Nigerians, and these include insecurity, rural poverty, lack of amenities and infrastructure, etc. The urban-pull effect refers to the pleasant situations that make urban living attractive and desirable. In Nigeria, these include the presence of job opportunities, availability of social amenities, and public infrastructure (good road networks, schools, hospitals, etc).

Landscape shapes the urban spaces in Nigeria, with each city prioritizing the use of certain elements over the other. Ebonyi state for instance features a vast use of vibrant colors in its urban landscape, while Lagos landscape features a lot of texture, shape, and form. All in all, these landscapes promotes aesthetics, environmental sustainability, and public safety.

Landscape serves as a tool for maintaining law and order in urban areas. When safety and law and order are achieved, it increases the livability rating and ease of doing business within the city thus attracting both foreign and domestic investment.

Also, landscape boosts public perception of urban areas in Nigeria, and since public perception critically influences the growth rate and Economic development of urban areas, attention should be focused on enhancing the landscape of her urban cities.

### 1.3. *The menaces*

#### Negative Impact of Urbanization on Landscapes in Nigeria.

While some Nigerian cities (e.g. Lagos, in the West) have experienced urbanization at a more rapid rate, the urbanization of others (e.g. Abakaliki, in the east) have been slower. But the constant between both cities is that both are being exposed to the menaces and gains of rapid urbanization: gains because the urban facilities (schools, estates, marketplaces, etc) will finally have patrons; and menaces because, in the desperation to meet the housing needs of the new migrants, best design practices have begun to be eluded; and the activities of these new comers now constitute stress on existing landscape, drastically affecting the lifestyle, climate, & ecosystem, as well as causing extreme change in the environmental landscape.



Figure 1 Street in Bogobiri, Calabar, Cross River State, Nigeria.  
Typical example of a defaced landscape in an urban area.



Figure 2 Street in Port Harcourt, Rivers State, Nigeria.  
Typical example of a defaced landscape in an urban area

Subsequently, lands reserved for landscape have been replaced with commercial or livable spaces as a quick-fix response to the housing deficit crisis in Nigeria. While other available urban landscapes are constantly being defaced by the emergence of slums and shanties. Bus stops, and street corners, which perform landscape functions are being used for stores or dwellings for the urban poor.

It is not uncommon to find landscape components (like monuments) missing a part in many urban cities in Nigeria. This being the doing of the urban poor. Dumpsters and roll-of bins placed to serve as an organized refuse collection point are carted away by the urban poor to be exchanged for quick gains.

In addition to the aforementioned, more of the rapid urban menaces include:

#### 1.3.1. Environmental impact

Due to increased urbanization activities in Urban Nigeria, permanent land use change has led to these cities exceeding their environmental carrying capacity. This leads to the displacement of the ecosystem, posing a threat or destroying biodiversity and natural habitats. Also, this leads to land, water, and air pollution (Odafeiwotu & Abel, 2015).

#### 1.3.2. Landscape degradation

The design of the urban landscape is done to service a particular number of residents and activities (Izakovičová, Petrovič, and Pauditšová, 2022). In the event of rapid urbanization, these landscapes are degraded due to overuse. In the city of Lagos, for instance, pedestrian walkways, in addition to the high pedestrian traffic, are being used by motorbikes due to over congestion of the motorways. This degrades the walkways and reduces their service life.

#### 1.3.3. Health and well-being

The impact of rapid urbanization on the health of urban dwellers is a 2 sided coin. On one side, urbanization brings about infrastructure and education that improves the health of urban dwellers; and on the other side of the coin, the consequences of urban activities constitute a source of pollution that depreciates the air quality posing a health hazard to the well-being of urban dwellers (Wang, Liu, Chen, Zhang, Zhang & Bai, 2023).

#### 1.3.4. Disruption

Inability to maintain a balance between urban growth with landscape conservation (Izakovičová et al, 2022). In Nigeria, the quest for quick gains is constantly downplaying the importance of landscape, relegating it to a luxury reserved for the elite, or an obsolete practice indulged by space wasters.

## **The role of landscaping in urban spaces**

### *How landscape Impacts urban spaces in Nigeria*

#### *2.1. Sustainability role*

Modern urban planning and design in cities like Lagos, Calabar, and Warri have integrated sustainable practices into their urban landscape. This practice mitigates the climate change crisis. An example of this in Nigeria is the incorporation of parks (which create recreational opportunities for urban communities), the adoption of green roofs and vertical walks in some private and public buildings, and the use of landscape to preserve urban forest reserves. These Facilitate social contact and foster togetherness and communal living.

#### *2.2. Health role*

Landscapes features (like trees and flowers) improves the air quality thus improving the health and well-being of urban dwellers.

#### *2.3. Aesthetic role*

Landscape elements (form, texture, line, balance, unity, etc.) improve the public appeal of the urban spaces giving it character, style, and identity.

#### *2.4. Social role*

A well designed landscape is an invisible guide that instructs users on how to behave in public spaces - zebra crossings, street lights, sidewalks and other landscape elements help the authorities maintain law and order in the Nigerian cities.

#### *2.5. Agricultural role*

Landscape features (like gardens, green roofs, & vertical gardens) bridge the gap between urban dwellers and nature. Providing them with an opportunity to grow their own food, and interact with nature, thus experiencing its healing power (Nikodemus, Bell, Grine, Liepiņš, 2005).

#### *2.7. Ecologicalrole*

With a major part of the environment in rapidly urbanizing Nigeria reclaimed for urban developments, the Landscape provides a habitat for wildlife to thrive and grow (Alizadeh, 2018).

#### *2.8. Economical role*

The profession of landscape in itself provides employment opportunity for urban dwellers. Also, the incorporation of recreational parks and gardens in urban landscapes generates employment and revenue. All these constitute economic gains.

#### *2.9. Acousticrole*

Urban activities constitute a source of noise and public disturbance. Landscape features offer acoustic functions. Trees, for instance, absorb noise, and water from fountains, beyond their aesthetic value, are known to cover noise.

#### *2.10. Conservation role*

Landscape features (like permeable pavements) provide channels for stormwater management. This can be recycled and reused thus conserving water resources.

## **Landscape practices**

Strategies for ensuring success in the use of landscape as a tool for mitigating the negative effects rapid urbanization in Nigeria.

### *3.1. Efficient use of landscape spaces*

Hammadi (2017) listed these urban landscape spaces to include the Public Realm, Street, Buildings, Open Space, Streetscape, Artworks infused with our cultural identity, Pedestrian Environment, and Pavement Width and Surface. Nigerian landscapers should gain mastery of all these, and optimally

maximize them in Urban landscapes in Nigeria. These best practices will effectively minimize the menaces of urbanization on both the environment and urban dwellers.

### *3.2. Policy implementation*

Nigerian landscapers should collaborate with policymakers to establish sustainable policies that protect the landscape. These will minimize the negative effect of urbanization on Nigerian landscapes.

These policies should be focused on environmental protection, and they should be accompanied by strict punishment and swift prosecution of landscape offenders.

One of such currently in operation is the National Environmental Standards and Regulations Enforcement Agency (NESREA), which was established by law in 2007 as a parastatal of the Federal Ministry of Environment to preside over the affairs of all environmental laws in Nigeria. This arm of the Federal government “protects and promotes the sustainable development of the environment and its natural resources, and environmental technology, as well as ensuring compliance with environmental laws, local and international laws on environmental sanitation, pollution prevention and control.

In addition to this, the different Nigerian Urban cities have specific Environmental Legislations under which implementation is handled by designated agencies (such as the Environmental Sanitation Task Force, Waste Management Boards, State Environmental Protection Agencies, Environmental Sanitation Courts) to apprehend landscape offenders and prosecute them in special Courts.

### *3.3. Maintenance culture*

Nigerian landscapers should remain actively involved in the maintenance of public landscapes, as well encourage the participation, maintenance and transparency, among the general public, policy makers, and stakeholders. This guarantees efficient landscape management and maintenance.

### *3.4. Incorporation of sustainable infrastructure*

To achieve harmony between urbanization and nature, landscapers should incorporate sustainable infrastructure in their design. These include:

1. vegetation as a bearer of contrast
2. trees
3. shrubs
4. potted plants, and
5. flowers

In the use of these sustainable features, priority should be placed on their quality and environmental impact (Lucie, 2012), and ultimately their ability to cater to the needs of present urban users, as well that of posterity.

### *3.5. Government involvement*

The landscape is important in shaping the behavior of citizens. Thus the a need for government involvement in the planning and design of sustainable landscapes in urban areas (Noelle and Anne, 2012). Nigerian landscapers should be at the forefront of demanding active government involvement to improve public spaces that can be decently commercialized thus generating economic gains, social participation, and environmental sustainability.

### *3.6. Mixed-use developments*

Nigerian landscapers should promote the design of mixed-use development that fosters community engagement and participation in urban areas. Such developments increase the productivity of urban settlers and boost local tourism. These can be achieved through either remodeling existing urban spaces or creating new facilities altogether. These mixed-use spaces can adopt operational models that generate revenue for their sustenance.

### *3.7. Advocacy*

For the preservation of Urban areas, a change is needed. But to give urban dwellers, stakeholders, and the Nigerian government a reason to change (Jim, 2018), Nigerian landscapers should embark on advocacy campaigns to sensitize the public on the need for change in urban landscape designs. Also,

the advocacy should demand economic policies that encourage the spread of development to the rural areas in a bid to attract migrants away from overpopulated cities.

This can also be achieved by Nigerian Landscapers extending their design services to rural areas thus bridging the gap between rural and urban areas.

Furthermore, a collaboration between the landscaper and other professionals in the built environment and other sectors can be set up to ensure that complementary infrastructure that drives traffic to urban areas are adequately provided in the rural areas.

When achieved, this will promote rural growth by opening them up to economic development ultimately discouraging rural-urban migration, and reducing the undue pressure on urban infrastructure, landscape, and services.

### *3.8. Corporate Social Responsibility(CSR)*

CSR refers to business efforts geared toward achieving sustainable development (Julian & Natalia, 2020). Beyond providing landscape design services, Nigerian landscapers should carry out community development so as to empower rural settlers with the basic education, skill set, work ethic, and business acumen needed to thrive and improve their rural communities. This can be adopted as a Corporate Social Responsibility effort by the Society of Landscape Architects of Nigeria (SLAN), and in collaboration with other civil societies and non-governmental organizations, to help bridge the gap between the rural and urban areas.

## **CONCLUSION**

Urban landscapes encompass every element within the cone of vision of the observer in an urban area. The landscaper is the artist of the environment, and they are saddled with the task of piecing color, line, texture, form, scale, space, materials, & structures together to curate how a city is perceived and experienced. Rapid Urbanization without adequate planning, drastically alters the landscape. Thus, there is a need for well structured landscapes in urban cities. Followed diligently, the proposed strategies in this paper will allow Urban landscapers to design in line with the allowable bearing capacity of Nigerian cities, while making adequate preparations for possible expansions.

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The authors declare no conflict of interest.

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# HUMAN RESOURCE MANAGEMENT AT THE NATIONAL THEATRE IN BELGRADE

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**Abstract:** This paper presents the results of four years of research conducted by the author, Branka Bešević Gajić, through direct engagement and analytical work at the National Theatre in Belgrade and professional practice at the National Theatre in Belgrade, addressing the strategic role of human resource management in preserving cultural heritage and advancing institutional innovation. The National Theatre, a repertory institution with a permanent ensemble, serves as a critical case study for understanding the challenges of HR planning within a multidisciplinary and nationally significant environment. This study defines key management theories applicable to HR in cultural institutions and provides a critical analysis of recruitment, motivation, departmentalization, training, onboarding, performance evaluation, and reward systems.

Drawing on previous publications and artistic research, the paper argues that “the digital transformation of cultural institutions such as the National Theatre and RTS demands a redefinition of human resource strategies to ensure effective integration of new technologies” (Bešević Gajić, 2024). It emphasizes the necessity of interdisciplinarity in HR management, particularly in institutions that merge traditional forms of expression with contemporary digital tools. Special attention is given to the onboarding and education of staff through psychologically safe environments, participatory leadership, and training modules informed by artistic methodologies and new media.

The paper also considers ethical dimensions of innovation, noting that “AI implementation must follow ethical guidelines to maintain integrity and public trust” (Sančanin & Penjišević, 2023). This is particularly relevant for institutions that simultaneously produce content and mediate public discourse.

By incorporating insights from doctoral artistic research, the study introduces a human-centered paradigm of HR management grounded in participatory dramaturgy, emotional intelligence, and non-linear temporal models of organizational development. Cultural institutions such as the National Theatre are portrayed not merely as custodians of heritage, but as living systems capable of adaptation, empathy, and innovation. Thus, strategic investment in personnel becomes both an artistic and ethical imperative, supporting institutional resilience and future cultural relevance.

**Keywords:** human resource management, National Theatre, cultural institutions, interdisciplinary training, digital transformation, ethical innovation, participatory leadership

## Introduction

This study is a result of comprehensive research and practical involvement in the operations of the National Theatre in Belgrade. The initiative for this paper stemmed from long-term observation of the challenges and dynamics in managing human capital within this prominent institution. Structured into artistic (Drama, Opera, Ballet), technical, and general services sectors, the Theatre presents a complex system requiring coherent HR strategies.

The organizational system includes workshops for set and costume design, maintenance, audio-video production, legal and HR services, finance, marketing, and international cooperation units. Despite their

specificity, these sectors operate under a unified legal entity, emphasizing the need for integrated HR planning.

Hypotheses:

- HR management significantly impacts organizational performance and sustainability.
- Enhancing value systems and internal communication promotes ethical and efficient HR practices.
- Satisfaction at work must be paired with support for personal development.

Research Objectives:

- To outline key theories in HR management relevant to cultural institutions.
- To assess the current HR practices at the National Theatre.
- To identify gaps and propose strategic improvements based on contemporary HR models and ethical standards.

Theoretical and empirical insights from recent studies support the idea that institutions like the National Theatre must not only adapt to technological changes but also foster a culture of continuous professional and personal development. These align with observations that "public institutions like RTS play a crucial role in preserving cultural identity in the digital era, necessitating innovative and inclusive HR strategies" (Bešević Gajić, 2024).

**Development of the Sector Through History:** Founded in 1868, the National Theatre in Belgrade is one of the oldest and most respected cultural institutions in Serbia. Its establishment marked a pivotal moment in the history of Serbian performing arts, uniting prominent actors and artists from across the region. The Theatre was initially located in Kosmajaska Street in the establishment known as "At the English Queen" inn, where the first performance of "Đurađ Branković" by Karolj Obernjak took place on November 22, 1868—a date now celebrated as the institution's founding.

The current building, located on Francuska Street, was constructed shortly afterward and became one of the most lavish edifices in the capital. Managed initially by Jovan Đorđević, who brought with him members of the Serbian National Theatre from Novi Sad, the institution grew rapidly. Its early repertoire featured dramatic works by classical authors such as Sophocles, Shakespeare, Molière, Goethe, Ibsen, Gogol, and Chekhov. In time, domestic playwrights such as Branislav Nušić and Stevan Sremac were incorporated, with major popularity achieved through musical comedies like "Zona Zamfirova" and "Ivkova Slava."

The Opera Sector was introduced in the early 20th century, with the first operetta performed in 1882 and the first national opera, "Na Uranku" by Stevan Bonički, debuting in 1903. The interwar period was defined by the incorporation of classical European works by Verdi, Puccini, and Tchaikovsky, while post-WWII development emphasized local production, led by influential conductors like Oskar Danon.

The Ballet Sector emerged through collaborations with Russian choreographers, presenting landmark performances such as "The Nutcracker," "Swan Lake," and "Giselle." This sector became a bastion of classical ballet within Yugoslavia, showcasing works from both international and local composers. Choreographer Dimitrije Parlić established a foundation for Serbian ballet with performances like "Romeo and Juliet."

Today, the National Theatre comprises three performance spaces: the Main Stage, the Raša Plaović Stage, and a smaller stage used for internal rehearsals and events. It continues to uphold a tradition of excellence in drama, opera, and ballet while facing the challenges of modernization and digital engagement with its audience.

In the context of this structural evolution, the rise of hybrid artistic practices and digital scenography requires an expansion of the Theatre's departmental framework. New roles—such as digital dramaturges, multimedia technicians, and virtual production designers—are becoming essential. These emerging positions demand interdisciplinary competencies and must be integrated into the HR planning process. As Bešević

Gajić (2024) argues, “Cultural institutions must not only preserve heritage but also anticipate and shape future forms of artistic expression.” This calls for the establishment of dedicated units for digital production and innovation management within the National Theatre. Training modules in areas such as digital storytelling, virtual set design, and real-time audience interaction should be developed to equip staff with future-proof skills. As Tapscott (2009) emphasized, “Institutions that embrace the creativity of the digital generation are those best positioned to lead in the new cultural economy.”

In alignment with this historical evolution, the human resource strategies must equally reflect a balance between traditional practices and contemporary management principles, ensuring that institutional memory and innovation coexist in harmony.

### **Departmentalization Models in the National Theatre**

The complexity of the National Theatre's internal structure necessitates effective departmentalization. Departmentalization refers to the systematic grouping of similar and interrelated work activities into distinct organizational units. In line with classical and modern organizational theory, the National Theatre applies several forms of departmentalization to align artistic, technical, and administrative processes.

**1. Functional Departmentalization:** This is the most frequently used model within stable institutional environments. At the National Theatre, departments are organized based on broad functions such as production, finance, HR, and marketing. This model enhances specialization and expertise within each functional area. As previously stated in my work, "Functional departmentalization encourages the development of specialist knowledge and enables efficient internal collaboration" (Bešević Gajić, 2024).

**2. Product-Based Departmentalization:** Each artistic branch—Drama, Opera, and Ballet—operates as a semi-autonomous unit. This type of structure allows each sector to concentrate on its unique artistic product, ensuring accountability, efficiency, and alignment with audience expectations. This model has proven particularly useful in contexts where outputs differ significantly in nature.

**3. Audience-Based Departmentalization:** Certain departments within the Theatre's marketing and programming units are organized to address specific audience segments. This includes departments for school programs, VIP events, or international guest coordination. The focus here is on customizing services and improving audience satisfaction.

**4. Geographic Departmentalization:** While the National Theatre primarily operates in Belgrade, certain functions such as touring or participation in festivals abroad necessitate geographic division. These departments handle logistics, legal, and HR procedures specific to international operations.

**5. Project-Based Departmentalization:** Temporary project teams are frequently formed for staging new productions or organizing events. These multidisciplinary teams include artists, technicians, and administrative staff working under project managers to deliver performance-ready results.

**6. Matrix Departmentalization:** In cases where long-term collaboration is needed between technical and artistic departments—such as during complex co-productions—a matrix structure is applied. This dual-reporting system enables flexible coordination but demands high levels of communication and conflict-resolution skills.

**7. Hybrid Departmentalization:** Reflecting the evolving nature of the institution, the National Theatre increasingly adopts a hybrid approach, combining elements of functional, product-based, and project-based models. This composite method enables adaptability and continuity in a rapidly changing cultural landscape.

Each of these structures, while advantageous in its own right, also poses specific challenges. For instance, matrix structures can cause power struggles and increase managerial complexity. Project-based models can lead to inconsistency if not properly regulated. Therefore, continual monitoring and adaptation of departmental models are essential.

As observed in contemporary organizational management, "No single model fits all institutions equally; the hybrid approach offers a balanced path, especially for cultural institutions navigating tradition and innovation" (Bešević Gajić, 2024).

This multi-faceted departmentalization allows the National Theatre to maintain operational flexibility, ensure specialization, and achieve strategic alignment across its wide-ranging activities and objectives.

### **Vertical and Horizontal Differentiation; The Role of Personnel:**

In the structural framework of the National Theatre, vertical and horizontal differentiation represent key mechanisms for maintaining organizational coherence while fostering operational specialization.

**Vertical Differentiation** refers to the layering of managerial hierarchies within the institution. As the National Theatre has grown from a modest cultural hub into a complex national institution, new levels of authority have been introduced to manage increasing administrative and artistic complexity. From a flat organizational chart dominated by a singular artistic director, the institution has evolved into a structure involving specialized directors, department heads, coordinators, and middle managers. This hierarchy enables more efficient oversight and delegation but also demands clear communication channels to avoid bureaucratic stagnation.

**Horizontal Differentiation**, on the other hand, results from expanding the range of professional roles and departments across similar levels of authority. The emergence of distinct departments for costume design, stage technology, dramaturgy, and digital communications reflects the diversification of tasks and expertise. As Stevan Lutovac notes in his analysis of editorial practices at RTS, "a high level of professional autonomy must be balanced with editorial unity to preserve cultural identity in public institutions" (Lutovac & Bešević Gajić, 2024). This observation is equally valid in the theatre context, where diverse professional identities must collaborate without fragmenting institutional vision.

The successful coordination of differentiated roles—both vertically and horizontally—hinges upon robust HR policies and leadership culture. As I have previously argued, "Interdisciplinary HR management is essential for institutions that blend tradition with innovation, particularly when navigating internal hierarchies and creative autonomy" (Bešević Gajić, 2024).

### **The Role of Personnel**

Personnel are the lifeblood of the National Theatre. Without human capital, no artistic or technical output would be possible. Beyond recruitment and training, the strategic planning of human resources must also include motivation, retention, and continuous development.

Human resource management is not only about fulfilling technical needs; it is about nurturing an institutional ethos. In his co-authored work, Lutovac emphasizes that public cultural institutions, such as RTS, rely on a sense of mission to maintain relevance: "The editorial strategy of a national broadcaster is most effective when it integrates professional standards with cultural responsibility" (Lutovac & Bešević Gajić, 2024). A similar principle applies to the Theatre, where each employee, from stagehand to soloist, contributes to a collective mission of artistic excellence and national representation.

Thus, the HR strategy of the National Theatre must be grounded in both structural efficiency and cultural stewardship. This includes:

- Facilitating cross-department collaboration
- Recognizing the contributions of all staff, regardless of visibility
- Offering clear pathways for career development
- Promoting mental well-being and creative fulfillment

These human-centered policies enhance institutional loyalty and contribute to the Theatre's resilience in a time of technological and societal transition. The synthesis of cultural policy, management theory, and individual empowerment represents the future of HR in leading national institutions.

### **Motivation and Theoretical Models of Employee Behavior**

Effective human resource management within the National Theatre cannot be understood without a firm grounding in motivation theory. Motivational strategies are pivotal for ensuring that employees—whether artists, technicians, or administrators—are not only competent but also committed to the institution's goals. Theories such as McGregor's Theory X and Theory Y and Maslow's hierarchy of needs offer valuable frameworks for understanding workplace behavior in the cultural sector.

**McGregor's Theory X and Theory Y** Douglas McGregor's dichotomy provides contrasting views on employee motivation and managerial behavior.

- **Theory X** presumes that workers inherently dislike work and must be coerced, controlled, or threatened with punishment to achieve goals. This model is rigid and relies on a top-down management style.
- **Theory Y**, in contrast, assumes that work is as natural as play or rest, and that under the right conditions, employees will not only accept but seek responsibility. It emphasizes autonomy, development, and intrinsic motivation.

Within the National Theatre, a blend of both theories may be observed. Administrative departments might still reflect elements of Theory X, particularly in legacy workflows, while artistic sectors tend to align more with Theory Y. Performers, directors, and designers typically thrive in environments that grant them creative freedom and respect their expertise.

**Maslow's Hierarchy of Needs** Maslow's model suggests that individuals are motivated by a progression of needs, starting from basic physiological demands and culminating in self-actualization.

1. Physiological: Fair wages, adequate rest, and physical workspace conditions
2. Safety: Job security, health insurance, and predictable work schedules
3. Belongingness: A sense of community among artistic and technical teams
4. Esteem: Recognition for achievements, awards, and internal validation
5. Self-actualization: Opportunities for creative exploration and professional growth

In an institution like the National Theatre, self-actualization often serves as the core motivator. The opportunity to contribute to nationally significant productions, innovate artistically, and be part of a historical legacy fulfills the highest tier of Maslow's framework.

However, such motivation cannot thrive if lower-level needs are neglected. If basic employment conditions are unstable or interpersonal dynamics toxic, even the most talented artists may become demotivated or disengaged.

As argued in earlier studies, "Motivational fulfillment in cultural institutions is deeply tied to both the material and symbolic conditions of labor" (Bešević Gajić, 2024). This principle reinforces the need for balanced HR policies that honor both contractual obligations and aspirational goals.

Thus, HR strategy in the National Theatre should include:

- Recognition systems that validate both creative output and behind-the-scenes work
- Development programs tailored to the needs of different departments
- Transparent communication between leadership and personnel
- Mentorship opportunities that bridge generational gaps in the workforce

By leveraging classic motivational theories in a modern, context-sensitive way, the National Theatre can create a work environment where excellence is not only expected—but nurtured.

### **Recruitment, Selection, and Training of Personnel:**

The process of recruiting and training personnel in a cultural institution such as the National Theatre must be strategically aligned with both artistic excellence and operational efficacy. In a knowledge-intensive and emotionally demanding environment, the quality of human capital is a decisive factor of success.

## **Onboarding and Training**

### **Recruitment, Selection, and Training of Personnel:**

The process of recruiting and training personnel in a cultural institution such as the National Theatre must be strategically aligned with both artistic excellence and operational efficacy. In a knowledge-intensive and emotionally demanding environment, the quality of human capital is a decisive factor of success.

#### **Recruitment and Selection**

The recruitment process at the National Theatre follows traditional civil service models, often based on public calls and internal recommendations. However, to meet the challenges of contemporary theatre-making, this model must be re-evaluated. As Peter Drucker emphasized, "The task of leadership is to create an alignment of strengths... making a system's weaknesses irrelevant" (Drucker, 2006). This philosophy supports a shift toward competency-based recruitment, where artistic potential, emotional intelligence, and collaborative spirit are evaluated alongside technical qualifications.

Moreover, as highlighted in my previous research, "The future of cultural institutions lies in selecting individuals who not only master their craft but also understand the ethical and symbolic dimensions of their work" (Bešević Gajić, 2024). This is particularly vital in institutions like the National Theatre, where each role contributes to the national cultural narrative.

Selection procedures must thus evolve to incorporate psychological profiling, peer evaluations, and simulated work scenarios. As Jim Collins stated, "Great vision without great people is irrelevant" (Collins, 2001). Ensuring that the right individuals are placed in the right positions is not just a procedural matter—it is a strategic imperative.

#### **Onboarding and Training**

Once selected, employees must undergo a comprehensive orientation process that lays the foundation for their integration into the institutional culture of the National Theatre. This process extends beyond administrative formalities; it represents an initiation into a value system that balances tradition with innovation. New employees must be thoroughly familiarized with the Theatre's mission, organizational structure, hierarchical dynamics, ethical code, and security protocols. Artistic staff, in particular, should receive a deep introduction to the Theatre's aesthetic philosophy, historical repertoire, rehearsal methodologies, and standards of artistic excellence.

Orientation should be followed by a structured mentorship system in which experienced members of the ensemble or administrative staff act as cultural ambassadors, facilitating professional growth and identity-building among newcomers. This internal transmission of values ensures continuity in artistic practice and institutional memory.

Training must be conceived not as a one-time event, but as an evolving, interdisciplinary process embedded into the everyday functioning of the Theatre. In a hybrid institution like the National Theatre, where analog traditions meet digital transformation, continuous skill development is not optional—it is strategic. Core competencies must be extended to include media literacy, digital scenography, audience engagement analytics, inclusive communication, and cross-cultural fluency. As Stevan Lutovac observed in his editorial analysis of RTS, "Staff training must transcend technical proficiency and embrace the social mission of public cultural institutions" (Lutovac & Bešević Gajić, 2024). This insight directly aligns with the mission of the

National Theatre to remain a space not only of performance but of public education and cultural mediation.

Moreover, training initiatives should include critical thinking, emotional resilience, and participatory leadership. These 'soft skills' are particularly essential in the performing arts, where employees constantly navigate creative pressures, public scrutiny, and interdisciplinary collaboration. As Edmondson (2018) stresses, "Psychological safety is the foundation of learning cultures," and institutions like the National Theatre must actively cultivate environments where individuals feel empowered to experiment, fail, and grow.

Training programs should also reflect both the evolution of technology and the transformation of public expectations. New audience segments, including digitally native generations and international communities, require innovative approaches to storytelling and representation. As my own study emphasized, "Institutions that invest in continuous education foster a resilient and visionary workforce capable of engaging with modern cultural paradigms" (Bešević Gajić, 2024).

To meet these goals, the HR department should collaborate with universities, research centers, and tech-sector partners to design modular, future-oriented curricula. Specialized workshops in AI-assisted dramaturgy, interactive stagecraft, digital dramaturgy, accessibility in performance, and sustainability in production design could form the backbone of a modern institutional training portfolio.

#### **Recommendations:**

- Develop competency-based selection criteria tailored to different departments
- Include ethics and cultural awareness as core elements in the recruitment process
- Establish formal mentorship networks pairing senior and junior personnel
- Create a modular training curriculum addressing current and future industry needs
- Encourage lifelong learning through partnerships with academic and artistic institutions

By prioritizing intelligent recruitment and holistic training, the National Theatre can position itself not merely as a preserver of cultural tradition, but as a dynamic incubator of future-oriented artistic talent.

#### **Performance Management, Evaluation, and Reward Systems:**

A strategic human resource policy must go beyond hiring and training—it must also foster long-term engagement through robust performance evaluation and equitable reward systems. In the context of the National Theatre, this challenge is nuanced by the diversity of roles, the subjectivity of artistic performance, and the institutional imperative to uphold national cultural values.

### **Performance Management**

Performance management in a cultural institution should be viewed as an ongoing dialogue rather than a once-yearly assessment. Evaluation criteria must balance measurable outcomes—such as punctuality, adherence to rehearsal schedules, and technical execution—with qualitative aspects like innovation, audience impact, and contribution to team dynamics.

As Bešević Gajić (2024) observed, "Artistic institutions thrive when individuals are empowered to take ownership of both their performance and their institutional role." Therefore, performance management systems must be participatory, inclusive, and tailored to the specificities of each department. Self-assessments, peer feedback, and audience response analytics can all serve as valuable data points.

### **Evaluation Techniques**

Quantitative indicators remain relevant—number of performances, attendance figures, production timelines—but should be integrated with 360-degree feedback models. These allow for multiple perspectives, reducing managerial bias and increasing legitimacy in personnel decisions. As Edgar Schein pointed out,

“Effective organizations are cultures that support performance and learning” (Schein, 2010). Embedding feedback into daily operations builds such a culture.

A model increasingly recommended in public cultural institutions is developmental evaluation, which focuses on real-time learning and adaptability. It is especially effective in dynamic environments like theatre, where experimentation and failure are part of the creative process.

### **Reward Systems**

Motivational theory consistently links recognition to performance enhancement. Reward systems at the National Theatre should integrate both tangible (salary bonuses, promotion opportunities, paid travel) and intangible rewards (public recognition, special projects, artistic freedom).

As Herzberg’s two-factor theory suggests, hygiene factors (like salary) prevent dissatisfaction, but true motivation stems from achievement, responsibility, and growth opportunities. A nuanced approach to rewards would recognize not only lead performers but also behind-the-scenes contributors such as costume designers, stagehands, and administrative staff.

Furthermore, aligning rewards with institutional values is essential. As Branka Bešević Gajić (2024) notes, “Recognition in public institutions should reflect not only output, but also integrity, collaboration, and symbolic contribution.” Incentive programs can thus serve not just as tools of motivation but as instruments of cultural continuity.

#### **Recommendations:**

- Implement integrated performance dashboards that include qualitative and quantitative metrics
- Train managers in developmental evaluation techniques and feedback delivery
- Establish peer-nominated recognition awards to build morale across teams
- Design reward schemes that balance financial incentives with symbolic affirmations
- Ensure transparency and fairness in promotion and compensation processes

In sum, the National Theatre must adopt a holistic performance management approach that values both artistic individuality and collective excellence. Such a system transforms evaluation from a tool of control into a catalyst for professional fulfillment and institutional resilience.

### **Digital Artistic Methodologies and Their Relevance for Institutional Transformation**

Theoretical and artistic research carried out in my doctoral project *“Decision – An Interactive Film in Digital Media”* (Bešević Gajić, 2021), as well as the work *“Vremevidac – Multi Audiovision”* by Stevan Lutovac (2020), offer important insights into how digital storytelling and expanded cinematic structures can support human-centered institutional practices in public culture. These works, although shaped by individual artistic poetics, reveal shared epistemological orientations—toward interactivity, polyperceptual engagement, and the transformative potential of audiovisual environments.

My own project was structured around the idea of interactivity not merely as a technological tool, but as a form of moral and emotional engagement. The viewer was given agency to choose between multiple narrative paths, each illustrating ethical dilemmas drawn from real-life experiences of violence, silence, and complicity. The work thus functioned as a participatory ethical matrix, where decision-making is both aesthetic and existential. This type of interactive storytelling demonstrates that digital media can serve not only as a channel for expression, but also as a training platform for empathy, reflexivity, and moral responsibility—qualities that are crucial in cultural institutions such as the National Theatre, especially in onboarding, training, and leadership development.

Stevan Lutovac's *Vremevidac* project, grounded in the tradition of expanded cinema and video installation, emphasized simultaneity, multitemporality, and "spatial dramaturgy." His work transcended linear temporality and instead proposed a sensory architecture of meaning in which the viewer becomes a temporal editor. This concept holds strong relevance for stage-based institutions such as the National Theatre, where scenography, dramaturgy, and audience immersion increasingly rely on non-linear dramaturgical principles and hybrid performative environments. His idea of "film as a fluid temporal organism" challenges static structures of reception and proposes a participatory, cognitive-aesthetic model for future institutional practice.

Both projects converge in advocating for expanded, interdisciplinary, and immersive artistic approaches—methods that challenge the separation between form and content, art and institution, individual experience and collective memory. They advocate for the reimagining of institutional practices through lenses of experimentation, participation, and technological adaptation.

What emerges from these projects is not only an artistic methodology, but a new way of thinking about institutional behavior. Cultural institutions, particularly those with national missions, should evolve from static guardians of heritage into dynamic, responsive ecosystems of knowledge, imagination, and affective labor. The training and development of personnel must reflect this shift.

These doctoral investigations affirm the argument that the future of institutions like the National Theatre lies in their ability to integrate artistic research into their structural and pedagogical logic. In this way, they do not simply adapt to change—they become co-creators of new cultural paradigms. By incorporating insights from digital artistic research into HR strategies, such institutions can both respond to and generate the cultural transformations of the 21st century.

### **Conclusion and Policy Recommendations**

The research presented in this study reaffirms the centrality of strategic human resource management in sustaining the institutional integrity and artistic excellence of the National Theatre in Belgrade. As a complex, multidisciplinary organization operating at the intersection of national heritage and contemporary culture, the Theatre's success depends not only on its artistic output but on the quality, motivation, and integration of its personnel.

Throughout this paper, it has been argued that human resource strategies must reflect the unique demands of the cultural sector. These include the need for interdisciplinary collaboration, creative autonomy, ethical awareness, and adaptability in the face of technological change. Theoretical models—from McGregor and Maslow to Schein and Herzberg—have been utilized to frame practical recommendations in recruitment, evaluation, motivation, and professional development.

Drawing parallels with Stevan Lutovac's work on Radio Television of Serbia, it is evident that public cultural institutions must preserve a dual commitment: to professional excellence and to cultural responsibility. As Lutovac and Bešević Gajić (2024) argue, "Institutional identity is not preserved by rigidity, but by the adaptive continuity of values through the people who embody them." In the same spirit, the National Theatre must see its human resources not as static roles, but as dynamic carriers of its legacy.

Furthermore, this research highlights the transformational potential of artistic methodologies within HR frameworks. As demonstrated in the author's own interactive film project and in Lutovac's work on multitemporal visual structures, cultural institutions can integrate creative research into personnel development practices. These findings reinforce the view that training, evaluation, and leadership must align with the cognitive and affective complexity of artistic labor.

The Theatre's hybrid departmentalization models and layered organizational structure require HR policies that support autonomy, dialogue, and cooperation across functions. Success depends on sustaining not only high performance, but also psychological safety and ethical alignment.

The following policy recommendations are proposed to build an HR framework that reflects these values:

1. Develop a Comprehensive HR Strategy: Align personnel management with institutional goals, artistic vision, and national cultural policy.
2. Modernize Recruitment and Evaluation: Introduce competency-based hiring and 360-degree feedback systems that reflect both technical merit and cultural fit.
3. Institutionalize Mentorship and Lifelong Learning: Create internal mentorship frameworks and partner with academic institutions to provide continuous professional education.
4. Embed Ethics and Cultural Awareness: Train staff on the symbolic significance of their roles and foster a culture of mutual respect and artistic responsibility.
5. Reinforce Recognition Systems: Celebrate both visible and invisible labor, ensuring that contributions to cultural continuity are acknowledged across all departments.
6. Balance Tradition and Innovation: Encourage initiatives that honor heritage while embracing digital technologies and new artistic forms.

By embedding these principles in its organizational DNA, the National Theatre can serve as a model for public cultural institutions not only in Serbia but across the region. It is through investment in people—nurturing their skills, values, and creativity—that institutions secure their future. As articulated in earlier findings, “A theatre's repertoire is only as strong as the ensemble that carries it. And an ensemble is only as strong as the structure that supports its spirit” (Bešević Gajić, 2024).

Ultimately, human resource management at the National Theatre is not merely an administrative function—it is a curatorial act of cultural stewardship that shapes the institution's capacity to inspire, educate, and evolve.

Seen through the lens of sustained artistic research and immersive institutional engagement, as demonstrated in this study, HR becomes a dramaturgical force—a creative and ethical framework that choreographs not only people but visions, values, and futures. The case of the National Theatre confirms that institutions that treat human capital as their greatest cultural asset are those best positioned to withstand sociopolitical pressures, embrace innovation, and remain deeply rooted in the collective identity they are entrusted to express and protect.

### **Conflict of interests**

The authors declare no conflict of interest.

Ultimately, human resource management at the National Theatre is not merely an administrative function—it is a curatorial act of cultural stewardship.

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## FLEXIBLE COMPANY ORGANIZATION MODEL

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**Abstract:** The ability to quickly adapt to changes is a key factor for the survival of modern organizations operating in a turbulent environment. Globalization, cultural differences, and rapid technological change have caused major changes in organizational design. Survival requires that organizations abandon the traditional approach to business and encourage them to exchange experience, knowledge, and ideas. Qualitative research methods are applied in the work. Flexible forms of organizational design are described: as network, modular, virtual, and open organization - organization without borders. Flexible organizational forms are created by the concept of organic design. They represent non-hierarchical, decentralized, open, innovative organizations. The paper deals with their characteristics, advantages, and disadvantages. The paper aims to highlight the characteristics of organizational structure, organizational culture, and organizational learning inherent to flexible models.

**Keywords:** organization, flexible model, adaptation, changes

### Introduction

Companies have gone through stages of growth where they depend on a limited workforce, outdated equipment, and a stable market. Due to modern tendencies in business development, these underdeveloped entities must be eliminated, and organizations with a more contemporary form are "launched" in their stead. They are distinguished by their adaptability to market demands, flexibility, and less strict level-by-level hierarchical distribution [1].

Due to the market's expansion, commercial firms are no longer able to base their output on a safe and established market because there is no longer such. The first to adopt new tastes has the chance to dominate any global market due to the ongoing shifts in consumer preferences. Businesses in the Republic of Serbia were particularly affected by the modernization process of production and organizational structure; as a result, many of them lost ground to rivals and were unprofitable after official measures protecting them ceased. One of the main reasons for this setback was the companies' organizational obsolescence, but another was their technological refusal to adapt to customer needs. Information technologies [2, 3] and their role in enterprise decentralization are "hot topics" nowadays, along with the use of sophisticated methods to track the output of decentralized organizational units.

### Organizational structure

For the effective accomplishment of objectives, the organization is the distribution, coordination, and administration of every aspect of processes. It is established by how the production process is organized and by the structure of the organization (Babić, 2003). The structure is an essential component of all living things and also of organizations. Every organization, including businesses, has a unique structure, or a system that includes internal relations and interactions. The importance of structure for a company is equal to the importance of anatomy for a human or any other living organism, so it is often called the anatomy of a company. Without the right organizational structure, even the best performance in all areas of leadership will

remain ineffective. It is precisely for these reasons that choosing an adequate organizational structure is a priority task for every company. Numerous definitions of organizational structure exist, including:

The result of the organizing process, or in other words the organizational structure, should be in line with the objectives and the setting in which the business operates. The organizational structure that results from the organizing process is a tool to accomplish corporate objectives rather than a purpose itself. While making strategic decisions within the current organizational structure, the structure is also adjusted to the decisions made. Babić (2003)

With the development of the company, there are changes in the organizational structure. In the first stage, the company is the so-called entrepreneurial organization. One person - an entrepreneur - dominates the organization in the sense that it serves him to achieve some of his own goals. As long as a smaller number of people are employed, it is not a problem that a certain division of labor is followed by a formal organizational structure. Some entrepreneurs are more and others less inclined to accept risks. The choice of strategy, as a way of achieving goals in the environment, also depends on the attitude towards risk. If the company grows, it faces problems that exceed the ability of one person to effectively manage business activities. Certain business functions must also be present in a corporation of the right size. It is compelled to pursue a functional organizational structure as a result. Since every company function necessitates the management of its activities, it moves from people to a group of managers. The managers of various business functions are coordinated by the general director. Problems with the effectiveness of the organizational structure built on the functional principle emerge as the business moves past the stage of development when it is focused on a single product and market. Most of the time, a big business with more markets and goods is compelled to change to a divisional organization based on either market or product.

Since they require all of the business functions of an independent firm, a specific number of strategically important yet relatively independent business units are then established and organized as separate corporations in the second stage of development. A key component of a company's potential that establishes its position in the environment is its structure. In this approach, the structure and the strategy must work together to accomplish the company's business objectives. The kind of organizational structure required to carry out each strategy type is not governed by any rules. The current organizational structure was affected by the company's development history as well as the convergence of several elements with varying degrees of quality and intensity of action. The choice of strategy is influenced by these same considerations.

To adjust to changes in its strategy and environment, the organization must modify its structure. The better the company outcomes, the greater the level of adaptation. There are various methods for implementing organizational changes. Classical organizational principles are used to implement structural changes with the aid of an organizational chart. The level of decision-making decentralization within the organization can be changed while preserving the organizational structure. The creation of strategic business units boosts the subsystems' autonomy and motivation to strengthen the effectiveness and productivity of the company (Sajfert, 1999). Enhancing the process of workflow (the grouping of specialists) can result in structural change, which improves motivation and productivity. The enhancement of the communication network is one of the major structural developments in the modern business. Enhancing the coordination mechanism among the subsystems is a prerequisite for achieving synergy in the strategy's implementation. (Babić, 2002)

### **The role of management in formation organizational structures**

In today's market, organizational structure is essential to the operations of industrial companies.

It must be modified as necessary to meet changing customer needs, regardless of how it is created. That is why it is a dynamic category and an obligation of a constant work process in an organization.

The complete work and business duties are divided into distinct operations that match in a connected sequence in the project of a company's organizational structure. The company makes certain that every procedure and system component is set up as efficiently and logically as possible.

Several elements influence the dynamism of implementing changes in the context of achieving an appropriate organizational structure inside the company. These factors determine any changes made to any part of the organizational structure. The organization's internal and external components then change to reflect the state of operations, whether the business is in a stable and predictable environment or one that is dynamic and changeable. In this sense, the interests of the employees of these types of companies are used to accomplish the objectives of the organizational structures. A procedural understanding of company operations is included in the modern organization's organized architecture. (Kovač, 1999).

By applying the concept of reengineering, it contributed to the engagement of management to change the responsibilities and structure of the company as well as its tasks. This concept emphasized the importance and role of process understanding of the organization (Garvin, 1998).

Important innovations are defined by radical changes in organizational structures supported by information technology, which is necessary when we look at the organization from a process point of view because only interrelated processes can be effective. In an organization, the process is a whole and gives the final required result. This creates a cross-functional organization that does not know the boundaries of functions, departments, and services.

The notion of organization as a whole process is conditioned by the complementarity of these processes, which means that the output or final products depend on all the processes that make up the organization and their coherence and connections. Within the framework of business, modern process principles of company organizations achieve the optimal organizational potential of companies and organizations.

Behavioral processes are an important component. Behavioral processes determine the characteristics of organizations in relation to external stakeholders, as well as to the internal participants themselves. These are the patterns of behavior and functioning of the organization that make up the general behavior of every other process in the organization.

Behavioral processes, as part of the organizational process, are divided into three smaller subgroups. These are: the decision-making process, communication process in the organization and learning process in the organization. In practice, the focus on processes gives benefit in regulating the organizational aspect of enterprises and organizations. Good recognition, mutual separation, and joint integration of processes constitute the greatest means for managers to work successfully in the company. On the example of research by scientists and practitioners in the USA, today's managers operate successfully in organizations that are functional and hierarchical. Problems arise from isolated departments, poor coordination, and limited communication.

### **Achieving design flexibility**

Many authors have written about organizational design and the question of how to make it flexible. They put the answer down to a change in the organizational structure. However, Galbraith's star model allows flexible organizational design to be achieved in several ways. This means, it is not necessary to change the organizational structure in order to make the organizational design flexible, but other elements of the model can also be: strategy, organizational culture, rewarding and leadership.

In Galbraith's "star" model, strategy is the first element to be determined, since it sets the criteria for selecting alternative forms of organization. It represents a cornerstone in the process of organizational design. Galbraith emphasizes that if the strategy is not completely clear, then there is no criterion on which other decisions could be based. So, without knowing the goal, it is impossible to make rational decisions (Galbraith, 20002).

Structure, organizational culture, rewards and leadership, all of that is in the service of strategy. The strategy sets the framework for all subsequent design decisions, and is therefore placed on top of the "star" model.

Galbraith believes that: "The company's strategy defines the goals that should be achieved, as well as the values and the mission that are being pursued." "Strategy defines the products and services a company produces, the markets it serves, and the value it needs to deliver to customers." "Strategy defines both the sources of competitive advantage and the effort required to provide superior value to consumers."

Galbraith defines strategy as a formula for company success (Galbraith, 2002). Jay Galbraith's organizational design analysis is based on a different understanding of strategy as a design factor. Simply, instead of viewing the structure as a result of the chosen strategy and the way to implement it, the opposite view is affirmed that companies must first define the existing structural potentials and organizational capacities, and then, based on that, look at strategic opportunities. "Organizational capabilities are skills, processes, technologies, and human capabilities that create competitive advantage" (Galbraith, 2002).

Different strategies require different organizational capacities, and thus different organizational designs. Choosing the right design increases the likelihood that the company will be able to build appropriate organizational capacity. The competition can hardly match the organizational capacities. Their design or construction takes time, and it is difficult to imitate them and obtain them from others.

By appearing on the business scene, the enterprise encounters numerous and complex forces in the environment. That means the environment is dynamic. Therefore, it is the strategy that should enable the company to have successful relationships with the environment and thus achieve a competitive advantage in the market. When it comes to Galbraith's model of flexible design, competitive advantage is gained not only by aligning strategy and structure but also by aligning other design elements: organizational culture, rewards, and leadership. However, a high degree of agreement must be achieved between the implemented strategy and the chosen model of organizational structure. They need to identify the pros and cons of each strategy well. Different strategies imply different organizational structure models, and therefore different organizational cultures, motivation systems, and leadership styles. A customer-focused strategy does not mean that the best answer is a customer-oriented organizational structure. Simply, for the reason that the choice of the appropriate structure depends on the direction of the strategy, the complexity of the business, and the size of the organization.

In the book "Designing Dynamic Organizations" (Galbraith, 2002), Galbraith defines the basic strategies: production, operation, and customer. Each of them provides different opportunities and requires different organizational capacities, i.e. skills, processes, technologies, and human abilities to achieve competitive advantage. Production strategy. This strategy implies that production-oriented companies create the best product in the branch, as well as products and services that consumers do not even know they need. These companies are focused on innovation and the development of new products. Their advantage is that they bring new products to the market faster than their competitors and push the industry forward. Companies that follow a manufacturing strategy usually have a flexible organizational structure model based on innovation. Businesses that are production-oriented to encourage innovation will have a high tolerance for error and experimentation.

Operational strategy. This strategy implies that operationally oriented companies produce a combination of quality, price and ease of interaction that others cannot measure up to. Companies that follow

an operational strategy promise value, whether it is measured in price, convenience, quality, which is more important to consumers than other features or services. (McDonlad's ). (Galbraith, 2002).

Businesses that follow an operational strategy tend to have high standardization and will reward efficiency rather than creativity. So, the companies that follow this strategy most often have a bureaucratic structure. However, this does not mean that their design cannot be flexible. Namely, these companies will use other design elements: organizational culture, rewards, and leadership, and change them in the appropriate direction to make the model following this strategy flexible. Customer strategy. This strategy implies that customer-oriented companies build long-term relationships with consumers by tailoring their products and services to them. These companies offer their users complete solutions, not just products or services (consulting, law, accounting). Companies that follow the customer strategy are most often flexibly organized according to Galbraith's star model, which means aligning all elements of the star model, strategy, structure, organizational culture, rewards, and leadership. Customer-oriented companies are distinguished by their ideas, knowledge, and experience, as well as their ability to provide a package of products and services to their customers. The trend in many branches is directed towards user-oriented strategies. It is easy to conclude that the high speed of changes and their complexity in today's modern environment means that it is impossible for changes in the environmental factors to require changes in the organizational structure, but not in other elements of the organization. Structural changes are not enough to implement the organization's strategy, so it is necessary to consider other elements (leadership, rewards, organizational culture) and the potential of the organization as indicated by Galbraith's star model.

### **Modern development tendencies organizational structures**

Of all the factors that determine the modeling and use of an organizational model, the environmental factor takes the primary place. In addition to traditional (classical, bureaucratic) organizational structures such as functional, and divisional organizational structures, today we have new organizational forms that are a consequence of the changed environment, and especially the rapid development of technique and technology in all areas, especially in IT and telecommunications. The modern organization of the company does not know any new rules and procedures of the organization, which would not have been known to the classical forms as well. The difference is only in where the center of gravity is placed. Models of mixed organizational structures are recommended: T-shape organization, Virtual organization, Network organization, Spider web organization, Twisted organization, Amoeba organization, Model of innovative organizational structure, and Model of "learning organization".

The difference between classic and modern company organization can be seen only in whether the organization focuses on: centralization or decentralization; deeper or shallower division of labor; narrow or wide control span; rigid or flexible structure; static or innovative organization; bureaucratic or organic structures; individual authority or teamwork; disrespecting or respecting people in the organization; management of people versus management of things and processes; willingness or unwillingness to carry out organizational changes.

Modern organizational models guide companies in the direction of decentralized, flexible, and innovative organizations. It should be based on autonomous organizational units and profit centers, teamwork, and the management of people in the organization. Contemporary organizations should have a developed corporate culture and be ready to implement organizational changes. At the base of all modern forms of organization is information technology, which with the help of telecommunications facilitates the networking of organizations.

The mixed organization model occurs in a multidivisional organizational structure in which two or more types of divisional units at the same organizational level are mixed. In the literature, the name

conglomerate organization (Conglomerate Organization) is also used for mixed organizational structures, which are associated with a mixture of different organizational structures. At the first level of the organization, the territorial model of the organization is applied, and at the second and third levels, the functional model is applied, while at the fourth level of the company's organization, two types of structure are simultaneously present: subject (in production) and organizational structure oriented towards customers (in the sales department).

At the last, lowest level of organization, production is organized into organizational units according to the stages of the technological process, based on a process-oriented functional organizational structure. In this model of organizational structure, each organizational unit or department in the company should choose the type of organizational structure that best suits it, that is, which will enable them to successfully implement the assigned task.

T-shaped organization: Information technology offers the possibility for new ways of shaping the organization, primarily the creation of a T-shaped organization, that is, a technologically conditioned organization. The T-shape of the organization represents the shape of the networked organizations: suppliers, customers, strategic partners and other virtual components.

This is happening with the help of information technology, which enables the creation of a shallow organizational structure with a small number of management levels and a wide range of control. Part of the communication between management and employees is taken over by information technology, so the range of communication has a greater meaning in shaping the organization than the range of control.

Technologically conditioned organization through communication technology, e-mail, and network organization allows for great flexibility of the organization that can quickly respond to customer demands. It is characterized by numerous advantages such as flexibility, reduction of bureaucracy, employees who trust the management, low organization, a small number of superiors, efficient sales, decentralized decision-making, virtual components, high competitiveness, work focused on customer satisfaction, the possibility of establishing strategic alliances and other partnership relations. One of the weaknesses of the T-shaped organization is its dependence on external partners.

A virtual organization is a temporary network of independent institutions, companies, or individuals, that use information and communication technology to unite spontaneously to use their competitive advantages. As a rule, it does not have its structure, which is why it is called a virtual organization and not a virtual organizational structure. Each company in the network of the virtual organization rejects all the activities in which it is not the best (outsourcing), and keeps only those in which it is the leader. A virtual organization is a non-hierarchical organization of independent companies that independently decide to enter the network of virtual organizations with other companies with which they exchange raw materials, materials, information, knowledge, technology, research and development, products, and services.

Orientation of companies to the basic essential program (core business) is the importance of the largest number of high-tech organizations that are members of virtual organizations. Due to the strategy of a high focus on the main program, there is a need for externalization (outsourcing) of some other products or services, which until then the company produced itself, and which can now be obtained more favorably from other members of the virtual organization. It is precisely these two dimensions (core business and outsourcing) that give exceptional importance to the virtual organization and make every organization a necessary member of the network. This organizational model is flexible and modular as well as capable of quick response. The basis of the formation of virtual organizations is the economic interests of each of the members. Network organization (network organization) is a form of virtual organization that shows the way of connecting members in the virtual organization. The possibilities of entering and exiting the network are practically unlimited, so such organizations are also called "organizations without borders."

Network shapes can be as simple as a chain, where only some members of the network have direct

links and others only indirect links. In contrast to a wheel-shaped network where there is one network member who is in the center of the network and has a key role in the network, and all other members are tied to the key member. The most common form is the multi-channel network, which is enabled by information technology, and it is precisely the network that will characterize the future organization. The biggest advantage of the network is its adaptability, through which it is possible to gather so much knowledge that it would never be possible to have in any single organization. The forms of network organization can be different about: the reasons for networking, the number of members in the network, the strength or strength of an individual member of the network, the mutual connection of members, as well as the specificity of the culture of individual countries. One of the most well-known examples is the network of the Japanese company "Mitsubishi", in which there are various companies specializing in chemicals, electronics, heavy industry, cars, trade, etc. Mitsubishi Bank has a central place in that network, which plays the role of integrating all network members.

The "spider web" organization is one of the forms of the network organization. In contrast to classic network organizations, which exist as closed or open permanent networks with numerous members, the spider web organization is not a permanent organization, but an ad hoc organization, so it can be compared to a project or team organization. It is not so important that all members of the network are in the same place, as they must have software that enables them to share a common language and a common database.

Inverting organizations represents one of the forms of decentralized and non-hierarchical organization. The organization of this form is inverted so that top management is located at the base of the organizational pyramid, and the base of the organization is at the top. According to that model, all those companies dealing with the direct sale of one product or a certain range of products, in a very wide area (cosmetics, dishes, vacuum cleaners, life insurance, etc.) could be organized.

It is characteristic of all of them that they have a relatively small administration with supporting services and thousands of direct sellers who are in contact with the headquarters. Numerous organizations could be organized according to this model: scientific, educational, and health institutions, but also universal organizations based on knowledge, such as consulting organizations, design, software, and similar companies.

Amoeba organization - based on autonomy, flexibility, and co-management by the employees of the organization. These organizations are without hierarchy, so it can be said that, from the point of view of the depth of the organization, they are of one level of organization. Amoebas can have between 3 and 50 members. If the amoeba is ineffective, it can be divided further or reformed into new amoeba for some other task. The most important feature of amoeba organizations is the lack of hierarchy among its members, which is why organizations of this type are flexible and easily adaptable.

The model of the innovative organizational structure was created as an expression of the modern company's need for constant innovations and modifications of the production program, and with them also the offer to customers. This structure is defined as a structure that accelerates the transformation of the results of research and development activities into new activities related to a product or market. The innovative structure has two completely separate parts, which makes it treated as a dual structure.

The first part is the one that deals with research, i.e. innovative activities. The innovative part of the organization consists of functional teams (FT) of various profiles - they find new ideas and develop innovative projects. The organizational structure is of a matrix form, for each project a separate team is formed and it is considered a cost center.

The second part is the operational part, which is the carrier of executive activities. The structure is divisional with appropriate functional units, but it is the carrier of executive activities, new ideas, programs and projects are operationalized and efficiency is favored.

The "learning organization" model. Contemporary business requires an increasingly intensive

application of knowledge, multidisciplinary, and cooperation. Today, it is considered that a basic university education is not enough, because the rules of business change so quickly, so there are always new ones that must be learned. What modern companies want are not graduates who "know it all", but those who, in addition to knowledge, possess the ability and willingness to learn constantly. Organizations that have changed their way of working so that employees, in addition to performing their core activities within working hours, must also learn are called "learning organizations".

### **Conclusion**

For organizations that are exposed to frequent changes in the operating regime of the market, it is very important to determine the projections of future strategies regarding the organizational structure. First, it should be borne in mind that an ideal organizational structure does not exist and that it is necessary to make compromises during which the competitive position of the company would not be reduced. It is possible to make mistakes regarding the organizational structure that cannot be noticed immediately but after a certain time. Then the system is already in crisis, and the negative consequences can only be eliminated by appropriate organizational solutions, that is, by improving the organizational structure.

The new organizational forms affirm knowledge and inter-organizational learning. The management's task is to balance the relationship between its knowledge, on which it builds competence and the knowledge it displaces to its business partners. By dislocating activities outside its borders, the organization achieves cost reductions, but also threatens its competence. The manager's success is reflected in the extent to which he managed to distribute as much knowledge as is necessary for the effective functioning of the network while preserving the necessary knowledge to maintain his competitiveness.

Risk can be reduced if a trusted partner is chosen or an interactive knowledge exchange is required. In a virtual organization, members of the network exchange implicit knowledge. The management of member organizations of networks in such a structure should insist on developing unity and a sense of belonging to the organization as a whole. It can be concluded that an open organization has the most potential for the application of the knowledge management concept. Knowledge transfer within an open organization is the most intense because it is based on teamwork and porous boundaries.

The main conclusion of this paper is that the potential for organizational flexibility is not only in the model of the organizational structure but also in other dimensions, and elements of organizational design, which according to Galbraith's "star model" are strategy, organizational culture, reward, and leadership. The study of theoretical literature and examples from practice provides an opportunity to conclude that the flexibility of the structure is imperative for modern business organizations. This flexibility is reflected in the fact that organizations are focused both on results and on market movements. One of the most important components of any organization is its human capital. In this sense, the flexibility of the company's organization is primarily achieved by the creative and innovative behavior of managers and other employees.

### **Conflict of interests**

The authors declare no conflict of interest.

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## SOCIAL ASPECTS OF DIGITAL JOURNALISM

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**Abstract:** In the modern age of digital technologies and rapid flow of information, online journalism is a key aspect of modern media. Traditional media, such as the press, radio and television, have undergone major changes under the influence of the Internet, which gave birth to a new form of information - online journalism. This form of journalism enables faster distribution of news, interaction with the audience and a higher degree of multimedia, but it also brings with it numerous challenges, such as problems with the credibility of information and ethical standards.

*Keywords:* network, social, digital, journalism.

### Introduction

Online journalism (also known as digital journalism or electronic journalism) involves the collection, processing and distribution of news and information via the Internet. It was created in response to increasing digitization and changes in audience habits. “A concise, instant, objective, credible, verifiable account of a social situation“ (Vojinović, Torlak, 2021, p.9). The main characteristics of electronic journalism are speed, since news is published almost in real time, then multimedia which allows its consumers to use text, image, sound and video within a single content.

Interactivity is connected with the process of commenting, sharing and reacting to a specific content. „Interactivity is increasingly developing, a property completely new compared to paper, offered by the Network: the possibility for the user to navigate his original path through the virtual pages of the electronic edition“ (Gozzini, 2001, p.414). Archiving enables easy access to previously published news and personalization which is directed to the public. It presents the ability of users to choose content according to their interests.

### Historical facts

The first forms of online journalism appeared in the early 1990s, when traditional media houses started to open their websites. During the 2000s, blogs, Internet portals and social networks flourished, which increasingly assumed the role of information sources.

Today, many users consume information exclusively through digital devices, while print media face declining circulation.“ The geographic distribution of electronic newspapers corresponds to the spread and presence of the Internet: the United States is asserting itself as the main protagonist of electronic publishing. With the arrival of the Internet, the projects about placing newspapers on videotext were definitely abandoned, and the following year the first daily newspapers arrived on the Internet: after the Chicago Tribune, followed by St. Louis, Post Dispatch and Charlotte Observer“ (Gozzini, 2001, p. 414).

### Social networks

Media are starting to use Facebook, Instagram, TikTok, X to spread news. It represents the introduction to mobile journalism - news from the scene via phone. The focus is on video content, short forms and live reporting. Therefore the role of social networks has got positive and negative characteristics. Positive aspects could be: content distribution and direct communication with the audience, constant update, unlimitedness, two-way communication, openness and fragmentation. Negative aspects could be algorithms

that affect news visibility and risks of viral spread of disinformation. „The speed and flow of information, the accelerated pace of life, have contributed to the fact that the mass audience, without critical thinking, is looking for entertainment, sensation, an image without a lot of text“ (Vojinović et al.2022, p.53).

### **The role of journalists in the digital environment**

A journalist as a researcher, but also a content curator - finds, selects, organizes and shares relevant information from a large number of sources, with the aim of saving the audience time and offering useful content.“The written word remains as a permanent testimony of man's deliberation and leads to the exchange of ideas and opinions that raise man to a higher level of consciousness“ (Vojinović, 2022, p.17). Nowadays journalists use digital tools and develop skills for faster decision-making. „In the digital world, which changes very quickly, but in which everything is available at the click of a button, it is much easier to advertise a product, do an analysis and make contact with customers. More and more often, the media are leaving the scope of their informative role and assume the role of an advertiser, presenter of a specific service or product“ (Vojinović, Jevtović, 2023, p.127-128).

### **Advantages and disadvantages of online journalism**

If one is analyzing benefits of electronic journalism, it may be concluded that there are many of them. On the one hand, the authors of this paper will list the following advantages such as: availability to the general public, lower distribution of costs, greater interaction with users, freedom of expression, greater focus on personalized news, etc. On the other hand, authors need to point out negative aspects of online journalism such as: spreading disinformation, fake news, the pressure of speed over quality, monetization and dependancy on advertisers, increased use of AI (artificial intelligence) in content creation. Therefore the audience loses confidence; distrusts unverified sources. „The network is a huge supermarket of information, where collecting news often resembles the creation of collages and hypertextual linking of different websites of news agencies, television stations, commercial companies, public administrations, with little space left for writing and individual creativity“ (Gozzini, 2001, p.420).

### **Conclusion**

Online journalism is an indispensable part of modern society. Although it provides numerous opportunities for the improvement of information, it also brings challenges that require a responsible approach. The authors of the book "History of journalism" talk about new media as a set of communication techniques, different forms and ways of presenting reality, they also look for new types of control, because the media represent an expression of freedom and free flow of information, (Bjelica, Jevtović, 2006). Quality online journalism should combine technological capabilities with professional journalistic standards, in order to maintain public trust and contribute to a democratic society.

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# TRANSMISSION OF INFORMATION AND COMMUNICATION THROUGH NEW MEDIA

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**Abstract:** This theoretical work deals with the multiplication and transmission of information in everyday digital communication, whose important factors, such as time and space, form the basic component of new media. By the method of textual analysis and interpretation, I will interpret hybrid artworks created by integrating different media, which enable their information, semantic and expansion in the virtual space. It's about the artworks and information systems based on the media capabilities of the Internet and screens / displays, which reflect the theory of Lev Manovich. who, speaking of new media and "overlapping windows", believes that new digital technologies help multiply information by speeding up communication.

*Keywords:* communication, media, art, information, time, screen, digital technologies, internet, perception, spatial editing, space.

## Introduction

In the modern age, in the era of digital technologies, accelerated interpersonal communication, time plays a very important role for the recipient of information, it is important for him to "collect" as much information as possible for as little time as possible to spend. The space allows showing information that flows through time, and the Internet and similar digital networks allow simultaneous transfer of information to several mutually distant spaces. When it comes to contemporary art, digital technologies and their progress have accelerated the exchange of information and communication between the author-artwork(media)-audience. The author-artwork-audience relationship itself has been altered by the introduction of interfaces<sup>1</sup> and interactivity into artworks. This relationship has also been changed by the possibility of realizing a unitary artwork in several remote places at the same time, thanks to ISDN<sup>2</sup> technology. In modern communication, screens are especially prominent, which are today an indispensable part of life habits, business tools, art media.

## Condition for the display and duration of information in new media

As already stated in the previous text, two important factors in the transmission of information through new media are the space of presentation and the time of duration of the information. Modern man tends to perceive as much information as possible for a little time spent, because in the modern world there is a general feeling of 'urgency and lack of time'. In accordance with the requirements of society towards accelerated communication, it is necessary to multiply information in an economical way using media and technological capabilities. The question is how to multiply as much information as possible within the viewing

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<sup>1</sup> In computer science, an interface is a point of connection between two different and independent systems, through which they can communicate and act together.

<sup>2</sup> ISDN mean Integrated services digital network.

area in a little time spent? The second question would problematize the relationship between the internet and digital signal in the exchange of information within a art work that is performed simultaneously in two different places, creating a coherent whole. In order to better understand the *space-time* relationship, we first need to determine roughly what time is.

## Time

Of all living beings, time is important only for human being, who invented it, and who is constantly in it, between memories, hopes and measurements. As is known in human civilization, everything in the world exists not only "in a certain space, but also in a certain time"<sup>1</sup>(Gotthold Lessing,E.1900.p.103). In order to understand what time is, various ontological questions related to time have been considered throughout history. Rudolf Arnheim , starting from the idea of gestalt psychology, argues that the time experience is always based on some connection with the change that occurs in space(Arnheim,R. 1962.p.210.). Logically,The next question is what makes time? The most logical answer would be that consciousness creates time, because time beyond human experience does not exist. It is not rare that we attribute the properties of time to space, because time is read over space and vice versa. Literary critic and theorist Mikhail Bakhtin starts from the understanding that "the features of time are revealed in space, and space is understood and measured by time" (Bahtin,M.1989.p.324). Bakhtin uses the term chronotop (time-space), which he took from scientific disciplines. Bakhtin uses the term chronotop (time-space), which he took from scientific disciplines. The concept of *space-time*, which represents their essential and unbreakable unity, reflects its main characteristics in the information media (TV, internet), video games, as well as in art: polytimedia arts, interactive installations,performing arts, video, film. That in the new media and their representative – the film, time without space cannot exist is also indicated by the fact that they exist in parallel, "one expresses the other, one reads to the other in every tiniest part of the film" (Peterlić,A.1976. p.20.).

## Space

For the difference to the phenomenon of time, space as one of the main physical concepts is easier to define than time, and the only definition that seems most logical to us is that space is "an abstract, conceptual, logical and mathematical category that describes the position of things, the relationship between things and the whole of possible relations of things"(Šuvaković, M.2005, p.519.) In audio-visual media, we distinguish two types of space:

- Virtual space - presentation space, imaginary, symbolic space
- Concrete space - occupied and in which there is a work / screen, TV, mobile phone

## Perspective and polyperspective

Perspective is a point of view, a way of looking. Throughout history, different types of perspectives have been used: vertical, linear, reverse, semantic, aerial, coloristic, polyperspectives. For the difference to aforementioned types of perspectives in which an artist /media producer represents a spatial reality seen from a single point of view, a polyperspective is a simultaneous representation of an object or character from several different angles. At the beginning of the twentieth century, the artistic movement Cubism, made a major turning point in the perception of the artwork, breaking the main convention-point of observation. The image received several observation points, which means that one figure was deconstructed and depicted from different angles, that is, different points of view. Cubism is significant because it introduced another innovation, and that is the technique of collage, which will be widely applied over time in literature, music, theater, film<sup>3</sup>, video, television shows, photography, etc.

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<sup>3</sup> From the technique of collage came film editing.

## Dynamic screen

New media theorist Lev Manovich, in his book 'The Language of New Media', claims that the screen has been used for centuries to display visual information – from Renaissance images to film in the twentieth century. Today, connected to a computer, the screen is very much becoming the main means of accessing any information. People use the screen to read newspapers, watch movies, talk to friends, and most importantly, to work with it (Manovich, L. 2015.p.136.). As Manovich further claims, the screen frame separates two different spaces, which, nevertheless, somehow coexist. This is what in the most general sense determines its "classic screen". It is a flat rectangular surface. It acts as a window into another space. Such a definition describes well the Renaissance image and the modern computer screen (Manovich, L. 2015.p.137.). Manovich claims that for the last hundred years, a new form of screen has become popular, which he called a "dynamic screen". This new screen retained all the properties of the classic, but it also brought something new: it was able to display an image that was changing in time. It was a screen of film, television, video. "Instead of being a neutral means of displaying information, the screen is aggressive. It filters, screens, downloads, and cancels anything outside its scope" (Manovich, L. 2015.p.137). This statement of Manovich in the best way confirms the thesis of Marshall McLuhan that "the media is not only a transmitter of the message, but that the media itself is a message!" (McLuhan, M. 1971.pp. 41-59.). A computer screen, instead of displaying a single image, usually displays multiple simultaneous windows with multiple images inside them. The simultaneous presence of multiple overlapping windows is the basic principle of a modern user graphical interface<sup>4</sup>. As Manovich points out, the elements of all modern computer interfaces are 'overlapping windows', shaped as 'variable-size frames within which data is displayed, are arranged side by side, in a bundle that resembles a bundle of paper on a desk. Since it is possible to "open" them in almost unlimited numbers at the same time, the fact of the physical size of the computer screen is nullified and it enters an infinite virtual space that allows manipulation of almost as unlimited amount of data" (Manovich, M. 2001. p. 200. p.65.).

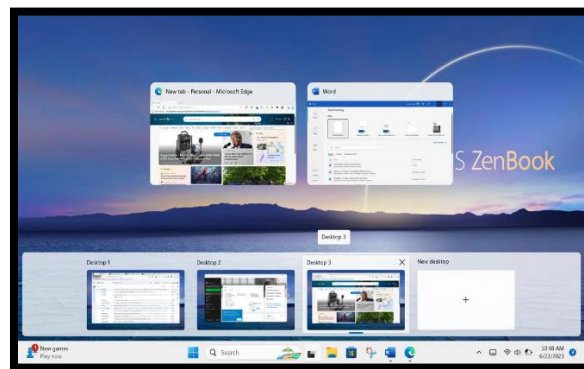


Figure 1 Overlapping windows and spatial editing

## Spatial editing and polymorphic screen

New media theorist Lev Manovich, in his book Metamedia, speaking about montage and new information technologies, states that the two basic types of film montage in the XX century are "time montage"

<sup>4</sup> A graphical user interface (GUI) is a way of interacting with a computer or other electronic devices, using graphical elements such as windows, icons, and menus, instead of text commands.

and "spatial montage", which he calls montage within the frame (split screen). Time editing allows the process of switching images: one after another, in a time series. This prefabricated technique is widely used, it is the most widely used in practice. According to Manovich, time editing is no longer a sufficiently effective method, because "presenting any additional information requires a certain amount of observation time, which slows down communication" (Manovich, L. 2001, pp. 65–67.). Another type of montage, which Manovich considers more efficient, is spatial montage and it involves the coexistence of different scenes within the same frame, the use of split screen (which appeared back in 1908), multiple exposure technique, as well as the use of multiple screens. Manovich believes that for this reason it is no coincidence that the film avant-gardes of the early XX century, guided by the "technical ideal of efficiency", experimented with the aim of filling the screen with as much information as possible at the same time" (Manovich, L. 2001, pp. 65–67.). However, Heidegger also reminded that "technique does not exist only where technical instruments are used, but that it is more universal, and problematic there is already where all perception, thinking and action are technically structured" (Velš, V. 2000, p. 234.). Speaking about new digital technologies and their capabilities, Manovich believes that new digital technologies support "spatial assembly", that multiple frames offer a narrative path, where "assembly in time" is no longer privileged over assembly in space (Manovich, L. 2001, p. 326). The realization of spatial montage/editing was once an expensive and complex process of film processing, which is why this technique was only used fragmentarily, while nowadays, using digital technologies, the process of creating this form is cheaper and more accessible to artists and media experts. In modern times, spatial editing using a polymorphic screen is no longer a privilege of filmmakers, but a technique that is widely used in everyday life: computers, video games, television shows, Internet video calls, online transmissions, web presentations and the like. The use of spatial editing is significant, because we live in an "accelerated" age, so this type of editing speeds up communication, because it gives a simultaneous display of a multitude of information within a unified display space.



Figure 2 Television news with spatial editing/montage (split screen)

Using a polymorphic screen<sup>5</sup>, it is possible to show the same scenes seen from several different perceptual points - which opens up new visual and aesthetic possibilities for information. The expansion of the image within the frame does not imply the physical expansion of the dimensions of the image, but by means of editing within the frame, the information space is expanded virtually. A polymorphic screen (split screen) is a medium whose capabilities are great and which has the power to dynamically display temporal and spatial simultaneity, the ability to directly compare (compare) two or more displayed objects / events (Lutovac S., & Besevic Gajic B. 2024, pp 45-51.).

*"The boundaries of space and time will be erased by the possibilities of a polymorphic screen that adds, creates and multiplies the image as desired by the creator or as artistic reasons require. The*

<sup>5</sup> A polymorphic screen is a screen that is divided into several smaller spaces (windows, squares), where the same or different scene is displayed inside each of them. This term was first used by Abel Gance (1927).

*omnipresence of the action. The omnipresence of time and age. The past, present, and future merge into their own destruction”* (Angel H. 1962, pp18). The polymorphic display allows visual analysis of the work, the establishment of a visual collage, a cinematic embodiment of cubist principles. - and what is perhaps the most significant - the analysis of facts from several different points of observation (Lutovac,S.2020.p135.).

### Digital film

The first digital film made in history was *Timecode* (2000), by Mike Figgis, based on the tradition of cubists and impressionists. Thinking about how and in what way they could change the conventions of the film, which relate to the perception (point of view), narrative and its fixed amount of information in time, Figgis realized, as well as his predecessors (Abel Gance, Peter Greenaway) that he could only achieve this through the screening space, because "every space that the film shows him corresponds to some of his local time"(Peterlić, A, 1976.p.162), which implies the organization and breakdown of time by spatial coordinates. In order to succeed in his intention, Mike Figgis used a polymorphic screen in the realization of his narrative feature film *Timecode* (2000) – a split-screen and spatial editing technique, which was discussed in more detail in the previous text. This film, shot with four connected patented cameras in a continuous shot, simultaneously shows four interconnected stories that permeate. At all times, one of the parts of the screen is perceptually "privileged" by the volume of the spoken part of the script, which emphasizes more important narrative activities, sets that part of the screen apart from other parts, and its role is to create a narrative with a visual action, as well as to create a collage of images with its stage space (Lutovac,S.2020.pp 29-31).



Figure 3 *Timecode*(2000), spatial montage/editing (split screen)

The resulting aesthetics adds to the documentary style that strives for immediacy. In this film, shot with multiple cameras and in one continuous long shot that represents the real duration of the scene, it is evident the omission of prefabricated punctuation, cuts, thanks to the application of the technique of split screen (spatial editing). By expanding information using the space of multiple screen frames, Figgis actually synthesizes more virtual spaces within the screen space and the unified duration of the film, where stimulating audio-visual perception, and multiplying information, performs the economics of time. The duration of this digital film is 1 hour x 37 minutes, and if we were to project four simultaneous stories of this film in a conventional way, one after the other in a successive sequence - on a non-polymorphic screen - we would need four times more time (4 hours x 37 min).

### Internet and digital network

The internet has been ambivalent since its inception: it offers a lot of data, but it is often unreliable; it enables fast communication, but with problematic privacy protections; it saves our time when we use it as a

shortcut to information, but it takes it away when the flow of information is slowed down by a bad signal or other unfavorable factors.

The term ISDN (Integrated Services Digital Network), we can understand as a digital upgrade of existing telephone lines, and its advantages are: two independent lines of high quality, much higher speed of data flow with the Internet and many others. This technology is not the latest. It was created in the late 1970s, but it certainly belongs to the system of new media and advanced technologies that is developing. The speed of the Internet and the transfer of information today is much higher, but thirty-three years ago to realize a complete work of art - which is networked by telematic technology, thanks to which it is performed simultaneously in two different and mutually distant spaces, all using a digital telephone network - was almost unthinkable. It is a telematic performance 'Telematic Dreaming' (1992).

### **Information transfer**

For our research, the concept of process as an inseparable element of the new media experience in art is also important. Processing art follows the development of artistic theories and practices that have rejected the material object as the goal of artistic work and turned to the process as the main subject of interest of the artist. This development will lead from its beginnings, related to mobile and the introduction of the temporal dimension in spatial art, to interactive art after several decades. "The term interactive art serves as a determinant of a specific category of computer-supported works in which the interaction between a digital computer system and users/consumers takes place" (Kwastek, K. 2013. p.4). For this theoretical work, it is important to mention a hybrid multimedia artwork that summarizes always unrepeatable performance, the work process as an essential element of the artwork / action, interactivity as an imperative of visual changes and a digital telephone-internet signal that serves for fast and simultaneous transmission of information to mutually distant destinations - creating a special technological-media experience of the artwork. It is an interactive performance of Telematic Dreaming (1992). It was a art and telecommunication project by artist Paul Sermon in which the audience had to deal with two important aspects of telecommunication: physical presence and telepresence. Telematic Dreaming is an installation that exists within the ISDN digital telephone network. Two separate interfaces are located in separate locations, these interfaces in themselves are dynamic installations that function as customized video-conferencing systems. The artwork consisted of two identical beds placed in two different spaces (gallery). One bed is in an illuminated area and above it is set a camera whose image is transmitted through the digital telephone network ISDN to another darkened area, where through the video beam is projected on a bed identical to that in the illuminated space. The video beam in the darkened area is placed above the bed, in the same place as the camera in the illuminated area. In this way, the image of the bed in the illuminated space and the person lying in it was projected onto the bed in a distant darkened space. In this way, real-time interaction between two people in different geographically distant spaces is enabled. "Telematic Dreaming" deliberately plays with the ambiguous connotations of a bed as a telepresent projection surface. The psychological complexity of the object dissolves the geographical distance and technology involved in the complete ISDN installation.



Figure 4 Telematic dreaming (1992) achieved with ISDN digital signal

Later, in the Balkans, in 2000, music and stage performances of artists were realized using ISDN equipment. The first such spectacle was the Gibonni – HTisden Millennium Concert. During the performance of the concert, the singer and part of the band were in the city of Split, the main guitarist Vlatko Stefanovski, in Zagreb, and the rest of the music crew in Dubrovnik. With the help of digital technologies and new media, all spatio-temporal boundaries in communication are erased.

### Conclusion

During the evolution of the consciousness of mankind, there is also an evolution in the perception and reception of information, as well as in the way of their presentation. Once a single screen with little information was enough, now we need one (or more) polymorphic screen with a lot of information that rapidly changes in a little time spent. Digital technologies and new media have flooded the world market, and the use of 'multiple overlapping windows' on screens is more than necessary in today's society, due to the speed of information exchange as well as the possibility of multiplying information within virtual spaces. Digital technologies and various forms of internet signals allow us to integrate, network, simultaneously perform and projection complex works of art, as well as transfer multiplied information over long distances, without breaking the main rule of performance - the unity of the whole.

### Conflict of interests

The authors declare no conflict of interest.

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## DIGITALISM: AN EMERGING POST-MODERN SYSTEM

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**Abstract:** The article discussed thoroughly the new philosophy termed as “Digitalism” while comparing it with capitalism and communism. Digitalism is based on the basic concept that, the things, people and their immediate environment would interact without the supervision of the human beings and the system would generate the necessary outcome effectively and efficiently and even better than the previous systems like capitalism and communism (all their forms). The article elaborated the three dimensions of that philosophy including economic, social and political. Economically, the capitalist system has to suffer immensely due to the huge imbalance in the fundamental equation- major unemployment and massive cut in the consumption. Hence, two labor employment centers world labor employment (WLEs) and world immigration center (WIs) along with WUIF (World Universal Income Fund) must be created in order to provide maximum opportunities to all the global population without the limitations of their nationality and border. Socially, a dynamic social society would come to the fore where people might not be able to link with each other due to their fixed profession but, a jack of all trades phenomenon is going to prevail. Hence, three classes, an ultra-rich techno-corporate businessmen (techno-bourgeoisie), techno-experts (as similar to nobles in older centuries) and general workers/freelancers (working for multiple industries at the same time) would emerge as a result of these developments. Politically, intellectocracy through its philosophical lens of Szellemiism, that emphasizes on giving more political rights to intellectuals than to non-intellectuals and thereby allowing the most-wise and sound individuals to govern effectively and efficiently, will not only play a major role state-wise but by that means contribute significantly towards the global socio-economic and political stability. Hence, Digitalism through its core “Data” centered approach will create a new post-modern society in which, physical and digital lives would be merged in an inseparable way.

*Keywords:* Data, Labor employment center (WLEs), Techno-bourgeoisie, Intellectocracy, and Dynamic Society.

### Introduction

It is an interesting but fascinating reality that, the major world system-Capitalism is in crisis as, it have been facing an immerse difficulty in managing and tackling with latest developments on the technological front and it has completely failed to absorb the latest ramifications caused by the disruptive technologies (e.g. AI). On the other hand, in the previous era, two major world systems (Capitalism and Communism) adopted by the nation states whether fully or partially depending on their social and geographical history (Jo, 2011). However, particularly in the second half of 20<sup>th</sup> century, capitalism is somehow merged with some of the concepts of socialism and termed in the west as “Welfare capitalism”. However, it was in the last decade of 20<sup>th</sup> century when the communism completely vanished as a world system and capitalism in its different forms emerged as a single remedy for the global economic, social and political issues. Although, Adam Smith is considered to be the father of modern capitalism but, actually it was Karl Marx who provided the detailed understanding of how this capitalist system works and how the exploitation of the labor benefits the upper class (e.g. Bourgeoisie). Karl Marx through his multiple works argues that, the capitalist actually earns money through the surplus value either generated by capital or labor. But, he often mentioned that, it is the socially necessary labor that benefits capitalist the most.

Karl Marx defined capitalism is a system in which, those who controls the means of production controls everything and hence become richer and richer by reinvesting their surplus value (in other words corporate profit) in the manufacturing of bulk products. That chain according to Marx is a vicious cycle in

which, the proletariat class always gets the less as, the capitalist gets the bigger chunk of the profit of products and then by reinvesting the same into the system, and it generates even more capital. On the other hand, proletariat just manages to survive and there is no chance for that class to become better because, the capital is mostly in the hands of capitalist class. He further added that, private property and competition, these two factors will force the bourgeoisie to reduce the wages of the proletariat in order to remain solvent and compete with the existing industrial players in the market. Hence, he proposed a new kind of socialist system, which he termed as "Communism" in order to free the proletariat from the vicious circle of misery and poverty and improve the living conditions of them(Saiyar, 2009). Karl Marx was the enthusiastic follower of Georg Wilhelm Friedrich Hegel in his earlier life, but he rejected the idea of private property and argued that, private property is the foundation of all the problems and it must be eradicated. Karl Marx argued that, communism is the system which is based on the idea of communal property and hence, all the monetary benefit will be shared as per skills and needs of the individual member. He believed that, there must be no democratic or centralized political system to regulate people as there is no need of it, although, he was in favor of evolution of classless society gradually and for that purpose, organization of that society through proletariat lead communist party. Karl Marx eventually indicates that, the change is inevitable as, the forces of production will be changing and the new ones will always challenge old ones and would be replaced by the new ones ultimately(Sayers, 2011). Hence, this article has thus included detailed ideology of Karl Marx as he was the one, who believed that, it is the human labor that made the significant and great change in the economic landscape of the nations and not otherwise.

The artificial intelligence (AI) and other disruptive technologies is going to jolt heavily the basic foundations of Karl Marx as, the impact of human labor and its contribution and demand, both factors are going to change and AI would become the new force of production and that would eventually alter the social, economic and political landscape of the future. As, the world population would be reaching 10 billion in 2050 with more people living in Asia and Africa than rest of the world(Lutz & KC, 2010). However, there would be more people shifting towards urban centers both in developing and developed countries until that era than currently possible. This will put more pressure on the individual states to create more urban centered jobs in the future. In addition to that, 50% working hours could have been replaced by automated technologies until 2050, implied that, there would be more leisure time for workers in the future than presently fathomable. Concomitantly life span of the global populace would be increasing with more people living longer than expected today.

Indeed, it is also reported that, developing countries are going to get bigger economic chunk than developed countries as seen already in the present, as their GDP would be growing at much faster pace than developed ones (Pwc Report, 2017). In the similar vein, youth bulge will increase in developing countries along with ageing population and this will create the situation in which, more people would be available for work even after their retirement age(depending on individual state) than actually required by the manufacturing or service industry. Hence, this article is going to discuss regarding how, new philosophy like digitalism can be introduced in the world in order to develop sufficient institutional arrangements through which, new realities (e.g. unemployment and ageing) can be immersed without disrupting the global social, economic and political landscape at massive scale.

### **What is Digitalism?**

The two philosophies including capitalism and communism were remained prevalent in the last two centuries but, those both doctrines are going to be obsolete in the future as, the core ideas like capital and commune would no longer be at the central intersection. Hence, the new philosophy namely digitalism is going to be at the center of the social, economic, legal and political landscape of the globe. Digitalism is the philosophy that advocates the digitalization of all the processes and automisation of the entire supply chain and even the social, legal and political processes, which requires human judgment and interaction. The generation and dissemination of data is the core idea of this philosophy as, the data

would play a central role in the future decision making of the global society. Hence, the digitalism is based on the basic concept that, the things, people and their immediate environment would interact without the supervision of the human beings and the system would generate the necessary outcome effectively and efficiently and even better than the previous systems like capitalism and communism (all their forms). Therefore, this philosophical belief is that, the digitalization of all the processes and interactions, which usually happens between people to people or people to things and even things to things must be automatize in order to create the society in which, the digital system itself becomes a major stakeholder in the whole scheme of things. However, capital was considered to be a central ingredient in capitalist system, commune in communist system, data would be considered a core and a very fundamental part of digitalism over which, the whole system will be installed.

### **Economic Aspect of Digitalism**

In the present capitalist system, two major factors play a major role in creating the circle through which, the economic resources are generated and distributed, investment and consumption. In this system, the capitalist takes the opportunity, opens an organization and develop product or services, those are ultimately bought by the end user/consumer and revenue generated through it is disturbed among employees, suppliers and the capitalists themselves. So, the investment and consumption goes hand in hand in order to create the economic equilibrium through which, the whole system is sustained (Hansen, 2023). Hence, the sustainability of the system lies partially through near to full employment as, the major portion of the consumers are the employees working for the capitalist firms in one way or another. However, this capitalist system is being challenged either through using robots in the industries or using AI-based applications in service industries. Moreover, Yam et al., (2023) mentioned that, almost half of the manual jobs done by humans currently are at risk due to the robots being the prevalent phenomenon in the coming decades. But, they also highlighted that, new jobs would also be created by the same phenomenon. But, Miller & Atkinson (2013) argued that, productivity gains increase employment in the long run, although it may cause unemployment for the medium to short run historically. Raj and Seamans (2019) added that, the major impact would be on manufacturing industry as, the manual and blue collar jobs would be replaced by robots and artificial intelligence altogether. They further added that, global population without tertiary education would be mostly affected in the future.

However, when the robots taking over almost all the manual jobs and AI with that intermix replaces cognitive jobs, ultimately there would be more unemployment in the future than its counterpart. Szczepański (2019) hence highlighted that, augmented reality, 3D printing, AI, robots and autonomous vehicles are going to change the shape of the global economic landscape hence, new public policy needed to be developed in order to accommodate the new reality. In that new reality, digital processes would be at the core of the system, hence this paper suggests that, the two new institutions namely world labor employment center (WLEs) and world immigration center (WIs) must be created in order to provide maximum opportunities for all the global population without the limitations of their nationality and border. Moreover, WUIF (World Universal Income Fund) must be developed as similar as IMF (International Monetary Fund) in order to support the unemployed across the globe not through the share of the respective developed countries but also, through all the multinational giant companies, who are going to earn billions of dollars through the automisation of the industrial and service processes and also through productivity gains. In the new global economic landscape, capitalists have to contribute significantly in the employment generation through multiple ways (e.g. skills development training, universal income, scholarships and etc.) in order to balance the equation of investment with consumption.

### **Social Aspect of Digitalism**

It was actually Karl Marx who enthusiastically linked social classes with economic prosperity and highlighted that, one social class (Bourgeoisie) who has been becoming wealthier and wealthier due to

the untiring efforts of their counter class (Proletariat). However, it was one more social class that had emerged especially after the second wave of industrialization called “the professional middle class” (Forsyth, 2018). That was the class, which becomes little wealthier than proletariat but, still far below than the bourgeoisie. However, innovation and entrepreneurship (both factors) made fortunes for both the classes (proletariat and middle class) altogether specifically in the second half of 20<sup>th</sup> century. Interestingly, the social situation and relationship of one person with another with respect to their economic and political affinity have been changing constantly and AI and robots both are going to exacerbate the already deteriorating situation. As per the latest model of capitalism, the major consumers of all the products produced in the world is actually the middle class that is why, consumerism is on the rise since the 1960s era (Koseki, 2023).

In this vein, the role of professional education played a key role in order to alleviate the major world population from the poverty level to the middle and even higher levels of prosperity. But, this all is going to be threaten due to the rapid automation by robots and AI, however, the spread of those two technologies is still concentrated in upper and middle income countries but, they will soon be available abundantly in lower income countries as well. Thereafter, it will challenge the basic foundation of capitalist system as, many of those working for the capitalist firms are not needed or needed for shorter time per day hence, either they would become free forever or even for half a day in order to consume their time/energy somewhere else. Therefore, the income hence generated will also be reduced or even diminished in the process. That will eventually create the vacuum between investment and consumption as, the products produced are needed to be consumed by majority in order to complete the cycle of capitalism. Hence, the new system of digitalism will create the post-modern society in which, most of the folks will not be able to generate money through their own efforts only but, they would need the state support in one form or another in order to remain solvent.

In the new system, respective states and major techno-firms must work together in order to create the new opportunities for the major world population or redirect them through training and vocational education to new fields where the human resource can be employed in order to generate stability in the system. A dynamic education system along with incentives being stringed in order to keep the motivation level of populace of all ages to learn and re-learn new things. By doing all these things, a dynamic social society would come to the fore where people might not be able to link with each other due to their fixed profession but, a jack of all trades phenomenon is going to prevail. Hence, the three classes, an ultra-rich techno-corporate businessmen (techno-bourgeoisie), techno-experts (as similar to nobles in older centuries) and general workers/freelancers (working for multiple industries at the same time) would emerge as a result. Therefore, the main stakeholder in the new social system would be techno-giant companies, as, those will set the major trends for the post-modern society. In the similar line of thought, state would not be able to provide all the welfare services as, it is doing today in most of the European countries especially due to the budgetary constraints. Hence, techno-giant companies along with the social organizations have to play their role in redirecting the employment opportunities and creating the socio-economic balance through investing heavily (even more than the state itself) in the vocational education (with stipend), technological skills development (with stipend), World universal income fund(WUIF), health and public service, hospitality and tourism sector and etc.

A new social order in the world can only be foreseeable if the political and techno-bourgeoisie comprehend the situation beforehand and develop the pragmatic policies in order to bridge the gap between the ultra-rich and the general population. However, in the case of opposite scenario, the world may again be encountered with the similar situations as at the times of French revolution, communist revolutions across the globe.

### **Political Aspect of Digitalism**

In the highly complex and intricate society, it is quite difficult but rather impossible for any average political worker to take reigns of any state and perform effectively and efficiently by that means. Hence,

a simple democratic system that allows all the political workers to participate equally in the system and have equal chance to become the head of state ultimately, can be detrimental for the global society as, the extremely technical and sophisticated economic and social subsystems would be incomprehensible by any average learnt individual. Hence, the two inter-related political phenomenon Intellectocracy and Szellemiism- both can play a key role in creating the political system through which, a right mechanism can be developed in order to choose the leadership of the future world. Indeed, in the democratic process, political discourse is the fundamental factor through which, the political parties focuses upon certain issues of the society in order to gain the confidence and trust of the wider public. However, it has already been observed that, social media giant corporations are able to manipulate and can tilt the major opinions of the public towards one candidate and can grant undue favor by that means. The same has been highlighted in one of the reports published by one reputed non-profit US based organization- Avaaz that, US elections are somehow influenced by the misinformation shared on Facebook. The report highlighted that, more than 150 million views were recorded on the posts spreading fake news before the elections, which may have subconsciously coax the general public in one way or another. Similarly, the report also recommended the need to adopt national disinformation strategy, develop mechanism for global coordination on disinformation and create digital democracy taskforce as well (Bergengruen & Perrigo, 2021).

Hence, while the giant companies can have power to manipulate general public, have good approximation to their social, economic and political tendencies through mostly the use of AI, they can use those in their favor and can control subtly all national and global establishments. Hence, it is important to change the basic processes of the democratic system in order to develop the laws, those not only restrict the use of personal data but, also to ensure the transparency in all the social, economic and political decision making. Moreover, if the state apparatus join hands with those giant companies, the state leadership can act as dictators because, they would be able to manage the whole political process through the use of predictive analytics mostly exercised heavily by these big tech companies. Although, Colomina et al., (2021) while conducting their study on disinformation suggested that, states must provide more funding and opportunities (directly or indirectly) to those platforms and multiple actors, engaged in encountering the menace of disinformation. The state should have the tech based analytical tools to assess the kind of dis-information being propagated in the individual society and act accordingly to encounter the obvious challenge. As, the disinformation is global phenomenon as similar to terrorism and human rights, a global discourse, strategy, intuitionism and legislation are the key to create the balance through which, one may be able to differentiate between what is being posed as true or not true. Subsequently, it had been proved and studied by many scholars in the past that, de-centralization of information and decision making were the two reasons why the system of democracy had been quite successful in the recent past and present. However, those two advantages are partially being under attack due to recent emergence of social media giant companies, multitude of disinformation and AI based predictive analysis. Hence, the current democratic system can be modified through Szellemiism and intellectocracy. The intellectocracy would provide the opportunity to the most experienced, wise and learnt individuals to choose the state and global leadership in order to tackle with the emerging issues of the post-modern society. Szellemiism through its basic emphasis of giving more political rights to intellectuals than to non-intellectuals would provide the opportunity to the most-wise and sound individuals to govern effectively and efficiently not only through the individual states but also to contribute significantly towards global socio-economic and political stability.

### Conceptual Framework- Digitalism

The below conceptual framework is based on the ideology of digitalism and how, data can be used as a core instrument to control the social, economic, political and security affairs of the state/global society.

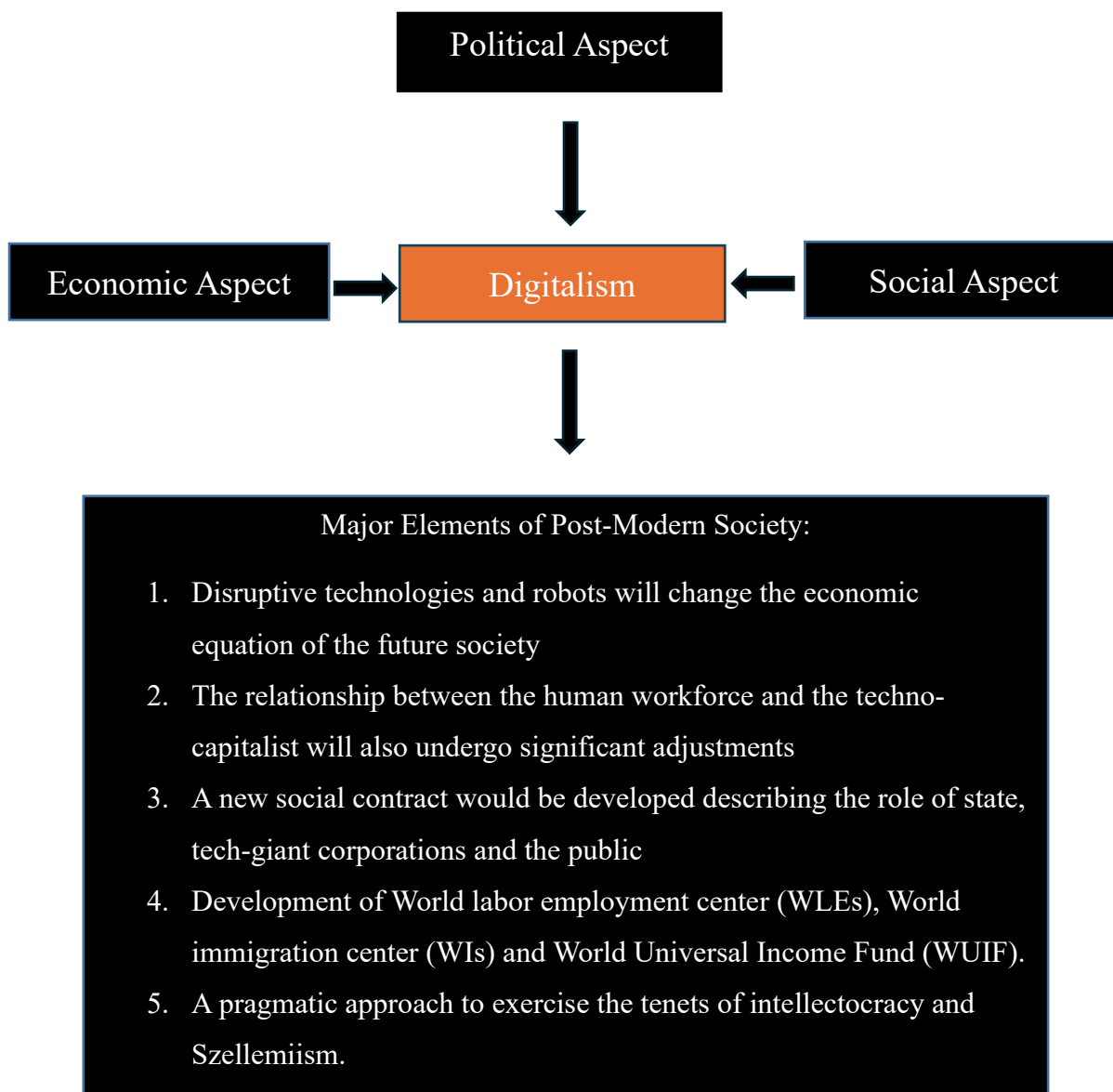


Figure 1. Major Elements of Post-Modern Society

### Conclusion

The article was written in order to understand how the new philosophy termed as "Digitalism" can shape the affairs of the globe in multiple domains including economic, social and political. The paper sheds light on the prevalent dominated philosophies e.g. capitalism and communism. The paper explained that, why digitalism is necessary for the globe because of rapid technological and digital innovations. Hence, at the economic front, there is a chance

that, widespread unemployment can happen due to the extensive use of robots, AI and virtual reality (VR). Hence, the two new institutions namely world labor employment center (WLEs) and world immigration center (WIs) could be created in order to provide maximum opportunities for all the global population without the limitations of their nationality and border. Moreover, WUIF (World Universal Income Fund) can be established in order to support the unemployed across the globe not through the share of the respective developed countries but also, through all the multinational giant companies, who are going to earn billions of dollars through the automisation of the industrial and service processes and also through productivity gains. Therefore, this philosophy will push the masses to develop a dynamic social society, where people might not be able to link with each other due to their fixed profession but, a jack of all trades phenomenon is going to prevail. That is why, the three classes, an ultra-rich techno-corporate businessmen (techno-bourgeoisie), techno-experts (as similar to nobles in older centuries) and general workers/freelancers (working for multiple industries at the same time) will emerge on the global horizon. Among them, the main stakeholder in the new social system would be techno-giant companies, as those will set the major trends for the post-modern society.

As a consequence of both economic and social happening in future, a new political phenomenon like intellectocracy may come to the global fore and thereby provide an opportunity to the most experienced, wise and learnt individuals to choose the state and global leadership in order to tackle with the emerging issues of the post-modern society. As, intellectocracy through its philosophical lens of Szellemiism, that emphasizes on giving more political rights to intellectuals than to non-intellectuals and thereby allowing the most-wise and sound individuals to govern effectively and efficiently, will not only play a major role state-wise but by that means contribute significantly towards the global socio-economic and political stability. Hence, Digitalism through its core “Data” centered approach will create a new post-modern society in which, physical and digital lives would be merged in an inseparable way. For all that to happen amicably, a new social contract at the state and global level is the need of the time and should be worked upon beforehand, the world events force us to do so.

### **Recommendations**

1. Global and national laws are needed to be enacted in order to protect the individual virtual privacy as, that would be under immense attack in the future era
2. New global and national social contract needed to be originated in order to tackle with the global cyber space, security, role of AI (Artificial Intelligence), VR (Virtual reality) and etc.
3. The role of state and tech-giant corporations in the global system needed to be defined in clear terms in order to create the transparency in the economic, social and political spheres.
4. Individual relationships are heavily dependent upon economic and political hierarchies in the society, hence the social milieu are needed to be adaptable to the rapid technological change in the digital society. Hence, political and social leadership is needed to play their significant role in this regard.
5. The rise in global unemployment can shake the social and economic situation in multiple states hence, the global and national policies are needed to be enacted ahead by foreseeing the worsening situation
6. Global institutions that can maximize the flow of digital information and can protect the global cyber space are needed to be developed.
7. In the previous era, consumers played a central role in developing as well as developed nations in order to keep the momentum going. However, in the current era, the key

role would be shifted towards multinational organizations (especially giant tech companies) and the developed states as, those two stakeholders would be pumping in a lot of resources in order to rotate the current capitalism system.

### Conflict of interests

The authors declare no conflict of interest.

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## JOURNALISM AS A PROFESSION OR SOCIAL PHENOMENON

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**Abstract:** Journalism, as a profession and a social phenomenon, occupies an important place in the modern world. Although it exists today in many forms, the roots of journalism go back far into the past, and its formation is closely related to the development of the press and communication tools. The history of the profession of journalism begins in ancient civilizations, but the real development is recorded after the invention of Gutenberg's press in the 15th century. That invention enabled the mass printing of newspapers and books, which significantly accelerated the flow of information and enabled the development of public opinion. This paper will discuss following topics: definition of journalism, digital journalistic pyramid, traditional journalistic pyramid, ethical codes, digital era.

**Keywords:** journalism, history, online, codes, genres.

### Introduction

The definition of journalism often depends on the context, but essentially it can be said that journalism is a profession that deals with the collection, processing and distribution of information of public importance. The text is the basis of good journalism, especially in print media. It is imperative that the newspaper text must be well written. "Writing for a newspaper is not the same as writing a literary text, because the journalistic way of writing is based on certain principles" (Vojinović, 2022, p.37). Journalistic writing must be ethical, in accordance with the journalistic code, based on accuracy, verifiability and objectivity in the work. Its basic role is to inform, educate, but also entertain the audience, while at the same time perform a control function in society. That is why it is often said that journalism is the "fourth branch of government".

"In the English parliament, the gallery where journalists sit is the fourth, and therefore journalists are called the fourth force in the country for the defense of public freedom, next to the parliament, the government and the judiciary" (Babić, 2015, p.83).

### Digital journalistic pyramid

Thanks to the development of technology, the traditional journalistic practice, which was based on print media and television, has undergone significant changes. Today, online journalism is increasingly dominating, which enables faster and more interactive communication with the audience. This is precisely why a new reporting structure known as the digital journalistic pyramid has been developed, which focuses on key information and visually adapted content for social networks and portals. Digital journalistic pyramids allow the audience to get to know the accompanying content more deeply. It directs them to links, platforms and other sources that allow them to compare information and think critically about content. „Under the onslaught of electronic media, the daily press remained in a subordinate position when it comes to current affairs, but certainly in an advantage when one talks about the depth of the written content“ (Vojinović, 2022, p.37).

## **Traditional journalism**

Regardless of the format, the essence of journalistic reporting remains the same. Traditional reporting relies on an inverted journalistic pyramid, where the most important information is placed at the beginning of the text, and the less important information is left for the end. This is especially important in cases where texts are shortened due to lack of space. The key part of any report is the lead – the first paragraph that answers the basic questions: who, what, when, where, why and how something has happened. „The role of the journalist is not only to write and distribute the news, but also to draw that news through the socio-psychological and economic context, in order to provide a complete answer“ (Vojinović et al.2022, 52).

## **Journalistic genres and codes**

There are several journalistic genres, among which the most common ones stand out: news, report, interview, commentary and reportage. Each genre has its own structure and rules, but all rely on basic journalistic principles – accuracy, objectivity and responsibility.

Journalistic codes serve as an ethical guide in the work of journalists. They define the boundaries between freedom of expression and responsibility to the truth and the public. „New media, the emergence of the Internet, opened up a heavenly, media space, in which information moves at the speed of light and it is impossible to control, because everything happens on a global level“ (Vojinović, Davidov, 2022, p.44). In an era where anyone with a phone is a potential "source of information," professional journalism must distinguish itself by its accuracy and source verification.

## **Where does journalism begin?**

That is why it is important to ask the question: where does journalism begin? The answer is not simple, but many agree that it begins when there is a desire to share information with the public in a responsible and professional manner. “Self-regulation in any profession or social field presupposes that norms are developed and implemented by those whose behavior is governed by those norms, in order to improve the provision of services to consumers, claimants or, as in the case of the media, to the entire society” (Vojinović et al, 2023, p.60). In the digital age, journalism is under the pressure of speed, clicks and algorithms. However, its essential function remains unchanged - to serve the public and enable the free flow of information. The challenges of modern journalism are numerous, but the basic values of this profession must remain firm, so that it can survive as a pillar of a democratic society.

## **Conclusion**

One can say that a journalist is much more than a transmitter of information. Journalist is a researcher, an observer, an interpreter of reality and a mediator between events and the public. A journalist must possess professionalism, ethics, critical thinking and a sense of responsibility. His word has the power to change society, inform, move action and even shape public opinion. Being a journalist means serving the truth and the public interest - honestly, courageously and responsibly. Whether one looks at journalism from the point of view of a profession or a social phenomenon, one thing is certain, and that is that “the history of journalism is the history of a profession. It is the history of men and women who created a new craft, who made it become independent in relation to other professions, to grow into social complexity and power” (Gozzini, 2001, p.9).

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