Human resource management in the contemporary enterprises

Beata Małgorzata Kudła *A

A Higher School of Social and Economic in Przeworsk, 35, Gimnazjalna str., Przeworsk, 37-200, Poland

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Abstract
Every enterprise nowadays needs efficient management. The priority of good management is the company's success. Each enterprise has resources that are used in the business. Among these resources, the company also has human resources. They have a decisive influence on the functioning and development of an enterprise. Human resources are closely related to the human side of the company and the relationship between employees and the company. The attitude towards the worker has changed constantly over the past century. As a result, it influenced the shaping of the concept of human resource management. They are employees employed in a given enterprise. The subject of the study is informative. The main aim of this article is to familiarize with the topic of human resource management in contemporary enterprises.

Keywords: changes, personnel policy, managing staff.

Introduction
Formerly, the concept of human resource management was unknown. The term personnel management was used very often. Human resource management in most enterprises is a management concept within the personnel function of a given workplace. Human resources are seen as an asset of a given enterprise and a source of competitiveness. Therefore, it is believed that the basis of investment in any workplace should be primarily investment in people. The main goal of investing in employees of a given enterprise is to achieve and maintain the highest possible work efficiency and to constantly increase the value of capital in accordance with the previously set goals in the enterprise. These activities should be subordinated to the activities that make up the personnel functions. The condition for achieving the above goal is the achievement of two kinds of goals: a technical goal and a humanistic goal. The technical goal is achieved when: a given company has an appropriate number of employees who are competent to perform specific tasks. Employees of a given workplace achieve high efficiency of performed tasks and are characterized by high quality of work. Employees of a given company identify with it and care for its interests and external image, there are no conflicts and personnel problems among employees that could affect the efficiency of a given enterprise. The humanistic goal takes into account the point of view of the employee himself and relates to: providing employees of a given workplace with fair remuneration that is appropriate to the financial capabilities of a given company and competition on the labor market, proper treatment of employees referring to the point of view of law and ethics, ensuring employee satisfaction from work and creating proper working conditions, creating conditions for employees to meet their needs, expectations and aspirations as far as possible. In the company, creating opportunities for promotion and professional development of employees and enabling employees to participate in discussions that concern themselves.

* Corresponding author: University Lecturer, Faculty of Economic and Management, e-mail: beatakudla@poczta.fm
Material and methods

In order to prepare the publication, the current literature was reviewed and analyzed for the selection of information useful in Human Resource Management in the Contemporary Enterprises.

Results and discussion

Views on the management of human resources in an organization have undergone a great evolution over the years. We can distinguish two approaches, in which one is based on art and the other on craftsmanship (Urbanowska-Sojkin E., Banaszyk P., 2004). Craftsmanship consists in following the formal rules that apply in a given workplace, there is a high level of technology that is used in action. There is a high repetition of the same procedures, there is a dependence of the quality of the effect achieved by a given enterprise on the completeness and comprehensiveness of activities that have been undertaken for this purpose. There is a correlation between the inputs that have been used to achieve the predetermined goal and the results of the work, and the quality of the products is measured by comparing the product with standards and other products on the market. It is that there are no rules according to which the principles of operation in a given workplace are determined, there is a great freedom in choosing the technology of work and a large tolerance in relation to the combination of various methods and methods of operation. In art, as compared to craftsmanship, there is no repetition of specific procedures, but most of all, the company focuses on the uniqueness and originality of the process of creating a specific product. In addition, the features of art are also abstract thinking, concentration on strictly selected elements and exposing details (Golnau W., Kalinowski M., Litwin J., 2002).

In art, there is no relationship between inputs and effects of work, here the effects are independent of inputs, and it is believed that they are achieved thanks to the originality and innovation of solutions. Another feature of art in personnel activity is that it does not have clear and specific quality standards, because quality is achieved as a result of surprise and the very originality of the action. Another difference between arts and crafts in personnel activity is that in crafts, the qualifications of employees performing specific tasks in order to achieve pre-defined effects are acquired by taking pre-existing patterns, which aims to master the applicable rules as fully as possible. On the other hand, in art, the skills of employees result from a combination of talent, but also a tendency to risk, openness and creativity (Zając C., 2007). In art, there is no strict adherence to the rules that were in force until now. The last difference between arts and crafts in personnel activity is that craftsmanship has a strategy strictly aimed at continuation, duration and tradition of the existing patterns of action, while art has a strategy assuming constant development, change and progress. A very important element in human resource management is to maintain the sequence of the stages of personnel management in a given workplace. We can distinguish four phases of human resource management, they are:

1. The phase of bureaucracy.
2. The phase of institutionalization.
3. The phase of improvisation
4. The phase integration

The phase of bureaucracy consists in the fact that the tasks entrusted to employees are limited to the implementation of simple tasks that ensure the correct and undisturbed rhythm of the current operation of a given enterprise. Employee development is limited to specifying procedures, company expansion and document formalization. The measure of the correctness of the tasks performed by employees is the minimization of disruptions that may appear in a given workplace. The main goal of this phase is the internal self-improvement of the enterprise while subordinating employees to their own
goals. The next phase is the phase of institutionalization. It consists in the implementation of long-term, medium-term human resources management procedures by the managers of a given enterprise. The main purpose of implementing these procedures is to support a given enterprise. However, these changes are determined by the top management level, without taking into account middle and lower level managers in this process (Armstrong M., 1996).

As a result, there is less involvement of workplace employees into the process of personnel changes. As a result of which they are treated as excessively formal and limiting the initiative in order to actually use specific effects. The next phase in the development of personnel management is the improvisation phase. It is characterized by the fact that tasks are set not only by the high level managers of a given enterprise, but also lower and middle managers are involved in the process itself. The last phase, the integration phase, takes into account, first of all, the time perspective and activates proactive actions of the necessary parameters. The main manager here is not only the manager, but also the statutory member. Managers of all levels take an active part in implementing and conducting individual HR management procedures. As a result of these activities, works of art are created for which recipients are prepared to understand and properly integrate them with their value system (Griffin R.W., 2014).

The concept of strategic human resource management has become the most frequently used approach in many companies to perform the personnel function. Previously, two models of human resource management were popular, which had a huge impact on people dealing with the practical and theoretical issue of strategic management. They are the Michigan model and the Harvard model. The Michigan model is related to the company's overall strategy and organizational structure. This strategy is based primarily on determining the scope of personnel management, but also defines its goals, area of functions and necessary tools. People involved in human resource management should integrate the planned strategy with the personnel management itself.

The strategic management process can be divided into two main phases: the planning phase and the implementation phase. We can distinguish four functions that determine strategic management in the Michigan model. These are, among others: appropriate selection of employees, evaluation of employee performance, employee motivation and their development. All these functions taken together form the appropriate cycle of human resource management (Kozioł L., Piechnik-Kurdziel A., Kopeć J., 2006) Actions that should be taken as part of the functions described above include: planning staffing needs, assigning periodic appraisal systems to priorities for a given company, appropriate motivation and remuneration for employees for achieving goals, training, career planning (Duchniewicz S., 2014).

Another type of human resource management was the Harvard system. It focuses primarily on the fact that human resource management should be treated more broadly and should have a more perspective approach. There are four areas of personnel management policy in this system. They are: employee participation, decisions related to recruitment, selection, rotation and dismissal of employees as well as work organization. This method, using a situational approach to strategic management, distinguishes three main points of reference in relation to strategic human resource management. They are: bureaucracy, market and clan. In the case of bureaucracy, employees are treated primarily as subordinates, in the market, employees are treated as entrepreneurs of the clan's railroads as members of a given organization (Król H., Ludwiczynski A., 2016). Ultimately, the relationship between strategy and human resource management was demonstrated. This relationship is that strategy determines human resource management, and in turn human...
resource management determines the strategy (Lundy O., Cowling A., 2012). The emergence of these two models of human resource management allowed the initiation of further research on this process. Researchers dealing with this topic take into account the economic situation of the country, tradition, experience and cultural conditions in the process. Despite the various concepts related to human resource management, we can distinguish features that are found in any type of model proposal. These are, among others: perceiving human resources as a source of competitive advantage, demonstrating the dependence of the strategy related to human resources with the overall strategy of the company, the implementation of managers at all levels into the HR process, which leads to the dispersion of responsibility for HR matters among a larger number of people. The organizational culture of a given enterprise is emphasized and it is the basis of activities in employee management. An important concept and extremely related to human resource management is human capital management. Four models of human capital management have been identified, which are the basis for the creation of specific policies in various types of enterprises (McKenna E., Beech N., 2012). The first model is a model of human capital development strictly focused on the development of equity capital. The great advantages of this model include, among others, creating the organizational culture of a given unit and treating human capital as an asset of the organization, in which it is worth investing further. The downside of this model is that it is not very susceptible to quick changes. Changes such as a change of strategy, merger or acquisition of a company have a destructive effect on the assumptions of this model. These changes are a source of greater resistance against them. Another downside is that this model is very expensive, and as a result, it requires large financial outlays for the development of human capital itself and the monitoring of its use. Another model is the model of acquiring human capital. It is mainly characterized by acquiring qualified employees on the labor market in order to implement a specific strategy of a given workplace. A great advantage of this model is its flexibility in shaping the employment structure of employees and in adapting to changes or modifications to the strategy in force in a given workplace. One limitation of this model is that the company's core competencies are based on human capital. However, despite this, this model is cheaper than the previous model. If this model is used correctly, it can significantly improve the functioning of the entire enterprise. Another type of model is the model of contracting human capital (Pocztowski A., 2013).

It is characterized primarily by the fact that the mission and goals in a given enterprise do not have to be achieved only with the participation of its own employees. It consists in the fact that sometimes companies rely mainly on product design and marketing, and outsource its implementation to other companies on the basis of signed contracts. In this situation, contractors should conduct an appropriate personnel policy so that they are attractive for a specific workplace. The last model is the model of creating alliances in the field of human capital (Mroziewski M., 2015).

It is characterized by the fact that it uses strategic alliances to develop and acquire its own human capital. A major limitation of this method may be the differences in the organizational culture and awareness of employees. Despite the fact that each of the models presented above has different strategic assumptions, enterprises often use all four models to manage human resources. It should be remembered that the main tasks in human resource management are hiring and retaining employees with the knowledge that a given company needs, encouraging employees to share their knowledge with other colleagues, and constantly expanding and encouraging them to further acquire knowledge. Knowledge management should be closely monitored by the general manager and line manager, while
managers should encourage employees to take the initiative to expand and improve their knowledge in a specific field.

The human resource management system consists of three elements: personnel policy, personnel strategy as well as functions and instruments of human resources management. The first element is the personnel policy. It covers the principles of human resource management, i.e. how to act in a given workplace with human potential and how to express the basic goals and intentions related to it. The policy principles are enduring guidelines and activities in the area of employee management. These rules determine the specific management model. We can distinguish two models of personnel policy, they are: the sieve model and the human capital model. The sieve model is a model in which the selection process applies not only to newly hired employees, but also to those already hired (Tokarz A., 2018). In this model, employees are motivated to healthy competition, and assessments made by managers are aimed at eliminating the weakest or further motivating them to work even better. The workplace offers opportunities for promotion, however, it minimizes the costs of employee training to a large extent. The company selects employees for work very carefully and with great precision. The big advantage of this model is the reduced amount of expenses related to employee education, thanks to which a given workplace can reward its employees to a greater extent. Another advantage is that selecting educated employees who achieve a high level of productivity and quality of work results in faster achievement of goals and successes in a given enterprise. However, this model also has disadvantages. The first is that it creates the so-called fierce competition between employees, which sometimes causes conflicts within groups between employees, but also stresses and emotional disorders (Zieniewicz K., 2016).

Another disadvantage is that this model gives high work results that are not durable in the long term. The second type of model is the human capital model. Its main assumption is that it focuses primarily on employee development. The selection of employees is less important here than in the sieve model, as a result of which some people do not have full qualifications and professional competences. When selecting employees using this model, the company not only focuses on their competences and qualifications, but also takes into account their personality, motives and creativity. Another element of this model is team building. Employees value non-conflict and the ability to work in a team, discriminate against competition and minimize conflicts. The advantage of the human capital model is that there is a good atmosphere in the workplace, which makes the results of specific tasks in a given company high and stable over a period of time, but the big disadvantage of this model is the high labor costs associated with investing in employee development. Another element of human resource management is the personnel strategy. It is a plan for a longer period of time, which includes goals to be achieved by employees as well as tasks, methods and measures to achieve them. The personnel strategy is also a plan and model of action, a gradual action, which takes into account not only the projects planned in advance. But also those that appear during the implementation of previous ones, allows, above all, to use the strengths of the workplace and reduces its weaknesses, applies to future-oriented activities based on the analysis of current activities. We can distinguish many types of personnel strategy, but the most important issues related to the choice of strategy include, among others: competition between employees of a given workplace, but also mutual help and cooperation in a group, however, competition can sometimes lead to many unfavorable disturbances among employees, for example conflicts and the disappearance of so-called selfless help. Another important issue in choosing a personnel strategy is that it should focus on taking challenges and risks, but at the same time emphasize security of decisions. The
last issue when choosing a personnel strategy is striving for individual achievements at a high level and placing emphasis on solidarity, stability and transparency of the employee’s development (Wajda A., 2013).

It is also important to define the mutual relations between the personnel strategy and the organizational strategy of a given workplace. The last element of the human resource management system are the functions of the instruments. These include, among others, planning of staff resources, recruiting employees, managing work, remunerating employees, their development, shaping appropriate working conditions and the employee control system. These elements can be achieved through the use of appropriate tools developed by specialists. These are sets of tools in the form of a set of techniques, methods and systems that will allow the implementation of appropriate functions of the human resource management system.

Conclusions

The economic changes of the last 30 years and the evolution of organizational systems have revealed the need for effective human resource management. The problem resulting from finding appropriate employees and the proper use of their knowledge, skills and abilities constitutes the subject of deliberations in many organizations. As a result of continuous changes in the turbulent environment, the processes of globalization, promotion of modern technology, human resource management, etc. is a subject to numerous transformations. Modern business management is focused on the development of both the organization and employees, assessed through the prism of valuable capital. In order for a company to be successful, it is essential that the employee and the employer have a commonality of interests. Therefore, a new human resource management system is being developed. The employee is being treated as a subordinate in favor of treating him as a partner. Human resource management is constantly changing. It should be emphasized that human resource management should evolve in the following directions: the HR department should properly perform its work, and thus build proper relations between employees and the employer, creating added value and demonstrating its strengths. In modern organizations, changes should be directed on the one hand on the employee and on the other hand on the organization. Thus, as part of human resource management, one should strive to meet the needs of employees and motivate them to such behaviors that will lead to the achievement of the goals and tasks of the organization. In the personnel management implementing changes and implementing solutions that contribute to the transformation of the concept of human resource management become necessary because it allows for a gradual adaptation to the needs that the environment in terms of personnel policy dictates.

References