

Evaluation of selected elements of human resources management in organization

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ABSTRACT

Purpose: In this paper an evaluation of the most important components of human resources management (HRM) which have a significant impact on increasing of the competitiveness of the company was presented. The procedure of employment and qualification of employees, training, evaluation and dismissal of workers were showed.

Design/methodology/approach: The implementation of the employees remuneration and motivation systems in the organization were proposed. Resulting of this action will be the work efficiency improvement, staff mobilizing to achieve the setting objectives, and assurance that employees by adequate motivation and remuneration, will be react for the customer needs in desirable manner.

Findings: The supplement of HRM system in the organization about two missing elements will ensure improvement of the quality of work carried out and the awareness of the employees for the manner of their remuneration and motivating.

Research limitations/implications: As a result of searching and implementation of improvements, the organization makes more attractive, both among the customers and the candidates for the job. Both groups are looking for a reliable partner for cooperation, therefore the implementation of such important elements of HRM as motivation and remuneration systems, increases the interest of the customers in organization and makes it an interesting place to work, even for very demanding employee.

Practical implications: Evaluation of HRM showed that in order to fully usage of the potential of the company, one should complete the HRM process for additional activities such as remuneration and motivating of the employees. They will have a positive impact on the functioning of the organization and the quality of work of the employed employees.

Originality/value: All activities constituting the process of human resources management in the enterprise have a positive impact on the development of the company, so it's important to search of continuous improvements that could make more efficient its functioning.

Keywords: Human Resources Management; Motivating of Employees; Training of workers; Employees Remuneration

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1. Introduction

Contemporary organizations that want to achieve the market success must meet the demands of the present economy, which has a global range, the large variability of the operating conditions and rapid development of new technologies [1-6]. The increasing competition makes that organizations are increasingly focused on the more effective use of human resources [7,8]. The staff, therefore, considered to be one of the most important resources available to the company operating in the market economy [9,10]. The employees, realizing the strategy and objectives of the organization, may become a source of success or also make an element restrictive functioning of the enterprises and its development [11-14].

The universal system of human resources management works by using multiple of interrelated processes. Important becomes the choice of the suitable methods of recruitment and selection preceded by planning of personal needs, and also efficient systems: tangible and intangible motivation and workers evaluation. In addition, the company should ensure the possibility of full self-realization and development of the staff through training and vocational improvement [15-22].

2. The essence of human resources management

Human resources management means all activities relating to the management of the most valuable capital of every organization that is working people in it who individually and collectively contribute to achievement of its objectives [23].

According to the Storey definition (1995), human resources management is a method of employment management, aiming to obtainment of competitive advantage through the strategic distribution of highly engaged and qualified workers, using a variety of cultural, structural and personnel techniques [24,25].

The universal goal of human resources management is to provide of the value for stakeholders by developing and maintaining of high work efficiency and increasing human capital value according to the superior aims of the organization [23,26].

Human resources management has a functional, institutional and instrumental dimension. In the functional dimension, it includes the functioning of various tasks and activities in the process of the value creation. The institutional dimension refers to the definition of the roles and responsibilities of entities authorized to make personnel decisions and interaction between them. In the instrumental dimension it concerns the selection of appropriate methods and techniques to solve personal problems [26].

Human resources management, due to their multilayer structure, fulfils many tasks. These tasks are realized in many fields such as organization, work relationships, headhunting and development of employees, remuneration management and also employing and managing human resources (Fig. 1) [22-24].

Human resources management always takes place under any specific condition created by many factors influencing on the content of formulated detailed tasks and basic processes and the applied techniques also. All those factors can be divided into these that occur inside the company, creating the internal

environment of the human resources function, and those that are located outside the organization, creating its subjective surroundings (closer) and macroeconomic environment (background) (Fig. 2) [20,23].

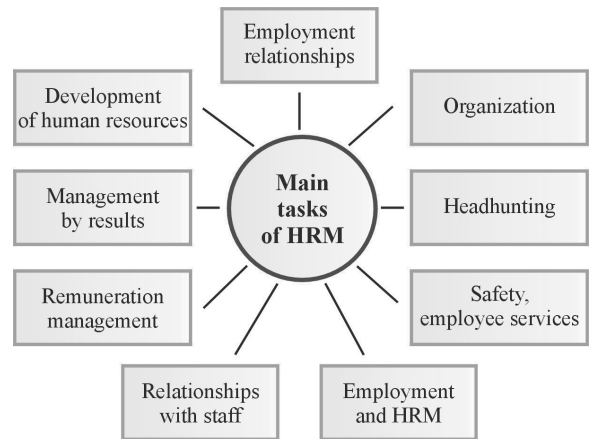


Fig. 1. Main tasks of human resources management (HRM)

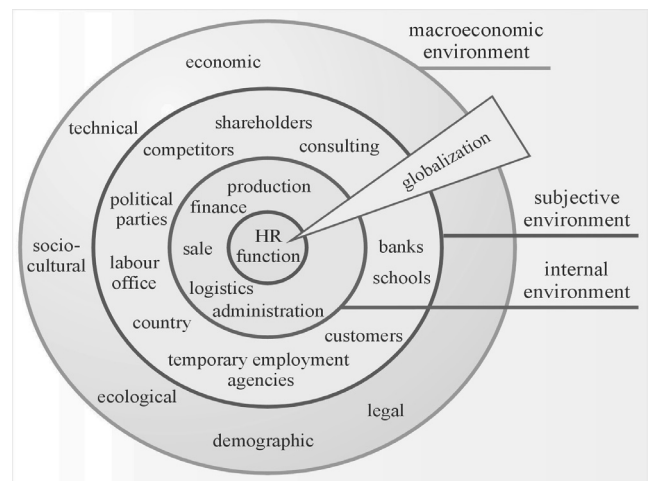


Fig. 2. Environment components of human resources (HR) function [26]

3. Evaluation of selected elements of human resources management in the analyzed organization

The analyzed organization has a efficient system of human resources management, acting on the basis of implemented quality management system. Activities constituting of the human resources management are: employment and qualification of employees, training, evaluating and dismissal of employees.

The leader of human resources management process is a personnel and payroll specialist. He is responsible for the process as whole and for every activity within the process.

The human resources management process functioning in the analyzed organization has only three activities. In order to improve it, proposed the creation of two successive activities, which are: motivating and remuneration of employees. These are two very important elements of human resources management, which influence both on the quality of work performance and allow to improve the psychical comfort of personnel (Fig. 3).

The process has its beginning at the time of occurrence employee's demand. Then should be specified what employee is required and ensure that he correspond to the needs of the customer. These actions are "input" to the process of human resources management. The candidate and then the employee has to realize all stages of this process.



Fig. 3. Human resources management in the analyzed organization

The process ends - "output", which is synonymous with: complete in a questionnaire, obtaining of the certificates and training certificates, preparation of documents changing or termination agreement and issuance of employment certificate.

The company taking into consideration the threats that may occur during the process of human resources management, identified threats and establish remedial measures (Table 1).

3.1. Employment and qualification of employees

Employment and qualification of employees is the first activity that occurs in the human resources management (Fig. 4). The purpose of this activity is to employ and qualification of new staff for the positions, according to the company needs in the aim to fulfilment of the customer requirements.

The employee responsible for human resources management collects offers (personal questionnaires) from applicants for employment and creates and supervises the data bank of candidates. The database monitoring includes decisions whether or not the offer has to be in database, analyzing questionnaires from candidates and updating the database.

The head of the organization decides about the need of the workers employment. Such decision may be taken on the basis of expected directions of the enterprise development, as well as on the basis of proposals from the leaders of the processes. About his

decision, the head of the organization informs the responsible employee for the human resources management.

Table 1.

Threats and remedial measures in the process of the human resources management

Threats	Remedial measures
Lack of adequate number of candidates for suitable workplace	The creation of database about candidates
Incorrect classification of a worker	Tests and interviews for job candidates carry out
Lack of staff with appropriate qualifications	Creating the training plan

This employee, receiving the recommendation of the execution of the recruitment, analyzes data set about candidates to the work, accumulated in database. Carrying out review of personal questionnaires, the responsible employee for the human resources management pre-selected candidates for the test or interview. About the result of the review of the data bank shall inform the head of the organization.

In the event of the suitable candidate was not found at the data bank, it becomes announced the recruitment of employees. The decision about the announce of recruitment the manager of the enterprise approves. All new offers are placed in a database for re-analysis.

After selecting, from the database, suitable candidates, the employee responsible for human resource management informs chosen persons about the deadline of the qualifying test carrying out or about job interview with the manager of the organization. Selected personal questionnaires with the annotation about the date of the meeting are passed on prospective superior, who then carries out a test or an interview with the candidate.

After the qualifying meeting the prospective superior informs the candidate about results. All comments relating to the test the superior writes down in the personal questionnaire, which is then transmitted to the staff responsible for the human resources management.

The future boss, on the basis of information obtained from the employee responsible for the human resources management or after the assessment of the interview, makes a decision about the employment or not the candidate. His decision shall be transmitted to the personnel department, in order to inform the candidate about the qualification.

In case of employment decisions, the future boss preparing a contract of employment for the selected candidate and carries out all activities related to the employment of the employee.

The explanation of symbols:

○ - task

○ A - role of the participant in the task

W - performer (responsible for task realization)

P - assistant (takes part in a task)

D - adviser (give advice)

Z - approving

- UI - providing information and data
- OI - receiving information and data
- ◇ - alternative process path
- ▾ - connection with other activities
- ▽ - provision
- - combination of participants in a task
- - combination of performers in the process (activity)

- 1.1 - production planning
- 7.1 - employing and qualification of employees
- 7.2 - training
- 7.3 - employee evaluation and dismissal

3.2. Training of workers

The purpose of training in the analyzed organizations (Fig. 5) is assurance that workers employed in the enterprise increase qualifications to the necessary level.

The manager of the enterprise makes a decision about the need of workers training. The basis for decision-making is

information obtained from the leaders of processes or customer requirements to workers qualification. Information about the necessity of training the manager passes on to employee responsible for human resources management.

Based on information from the manager, the employee responsible for the human resources management works out the training plan twice in a year (until the end of January and July). The training plan includes: general theme of training, persons proposed for training and approximate date for training. The training plan approves the manager of the organization.

After obtaining the approval of the manager, the employee responsible for human resources management external training organizes i.e. sends notification of the participants of training to the chosen training unit and notifies the selected employees about planned training. If the manager does not agree for training by identifying company, the employee responsible for the human resources management designates different from the list of qualified external schools to acceptance or continues searching.

Each employee participating in external training fills the evaluation form of the external trainers, which is used to the verification of training companies. This is a great importance element in the process of training, because it allows to choice only the most effective training units, which gives a guarantee of achievement of the best trainers and the most current knowledge.

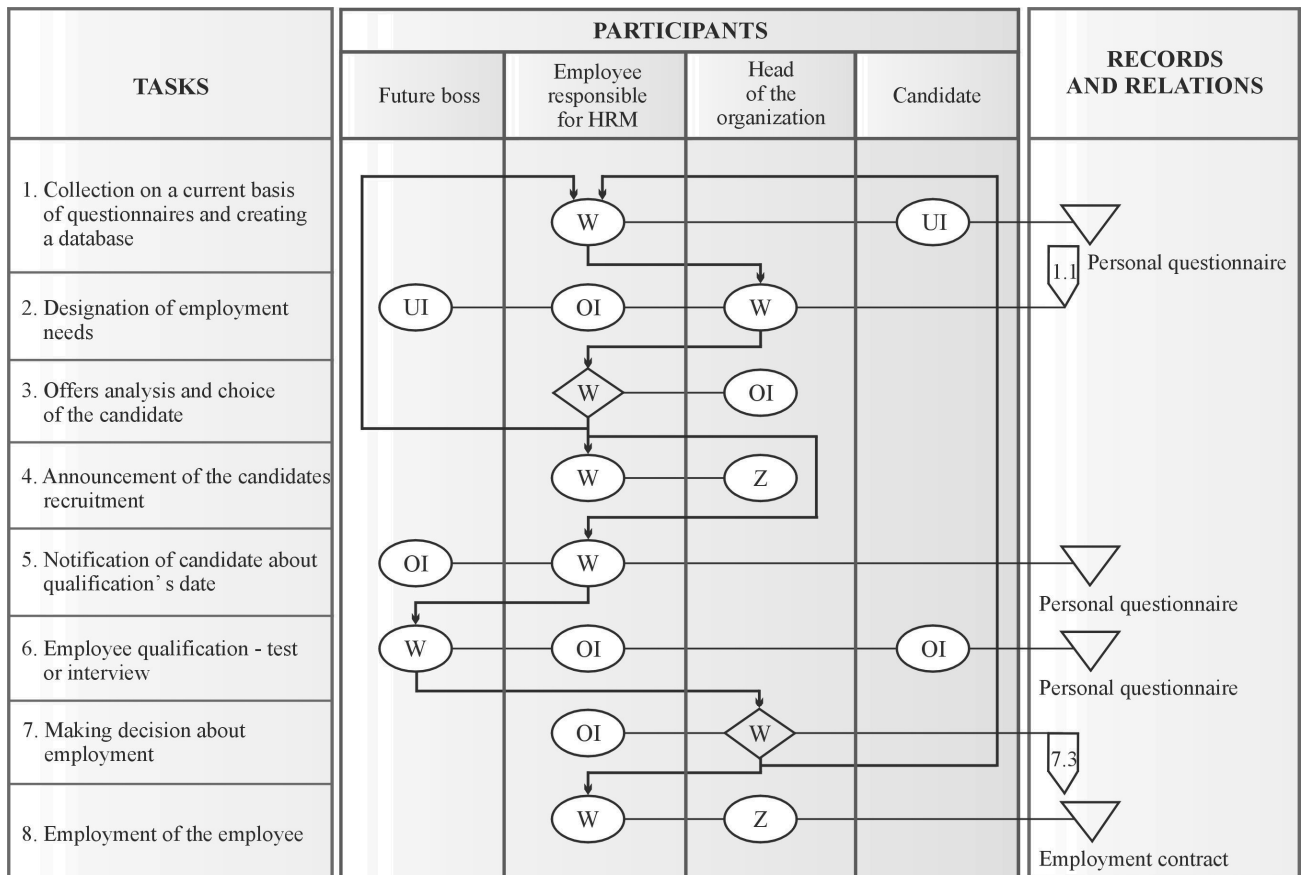


Fig. 4. The course of employees employment and qualification in the analyzed organization

If the training takes place inside enterprise, the employee responsible for human resources management informs the worker carrying out the training about the subject area of training, planned deadline and the participants of training. The employee carrying out the training is obligated to preparation of training in accordance with the received guidelines. He should prepare a brief description of training, scope, schedule and list of attendees, which is a confirmation of training by designated employees. These materials, after completion of training shall be submitted to the employee responsible for the human resources management.

The selected employees are required to participation in the training to improve their professional qualifications.

The employee responsible for human resources management collects documents confirming participation in training: external (from the employee participating in training), internal (from the trainer). In case of external training it is a copy of the certificate or a certificate of completion of training and assessment of the external trainer by the employee, whereas for internal training - the list of attendance in training. The employee responsible for human resources management confirms carrying out the training in the register of trainings carried out, planning the deadline of effectiveness of training evaluation and informs about this the superior of the trained worker. The employee responsible for human resources management after completed training fills out the card of the worker qualification.

After internal and external training, superiors verify the effectiveness of training, not later than six months after training. The assessment of effectiveness of the training completion, superior of the trained worker writes down in a form evaluation of

the training effectiveness. The evaluation of the effectiveness of post training is carried out by checking the competence boards.

After the first half year the employee responsible for human resources management prepares the report from the realization of the training plan. The results from the training realization he should pass on the manager of the enterprise.

3.3. Employees evaluation and dismissal

The evaluation of employees in the analyzed organizations is carried out at the regular intervals in terms of work results and enhancement of qualifications (Fig. 6).

The employee responsible for human resources management is the organizer of the staff assessment process. The evaluation is made once a year in December. The employees are subjected to evaluation with seniority of employment for at least six months. Precise deadline is accepted and approved by the head of the organization. The basis for evaluation of employees is information supplied by the production coordinator, the main economic specialist and plenipotentiary for the quality management system.

The employee responsible for human resources management with the production coordinator, the main economic specialist and plenipotentiary for the quality management system shall draw up rules and scopes, according to which workers will be evaluated. The criteria of employee's evaluation approved the manager of the organization.

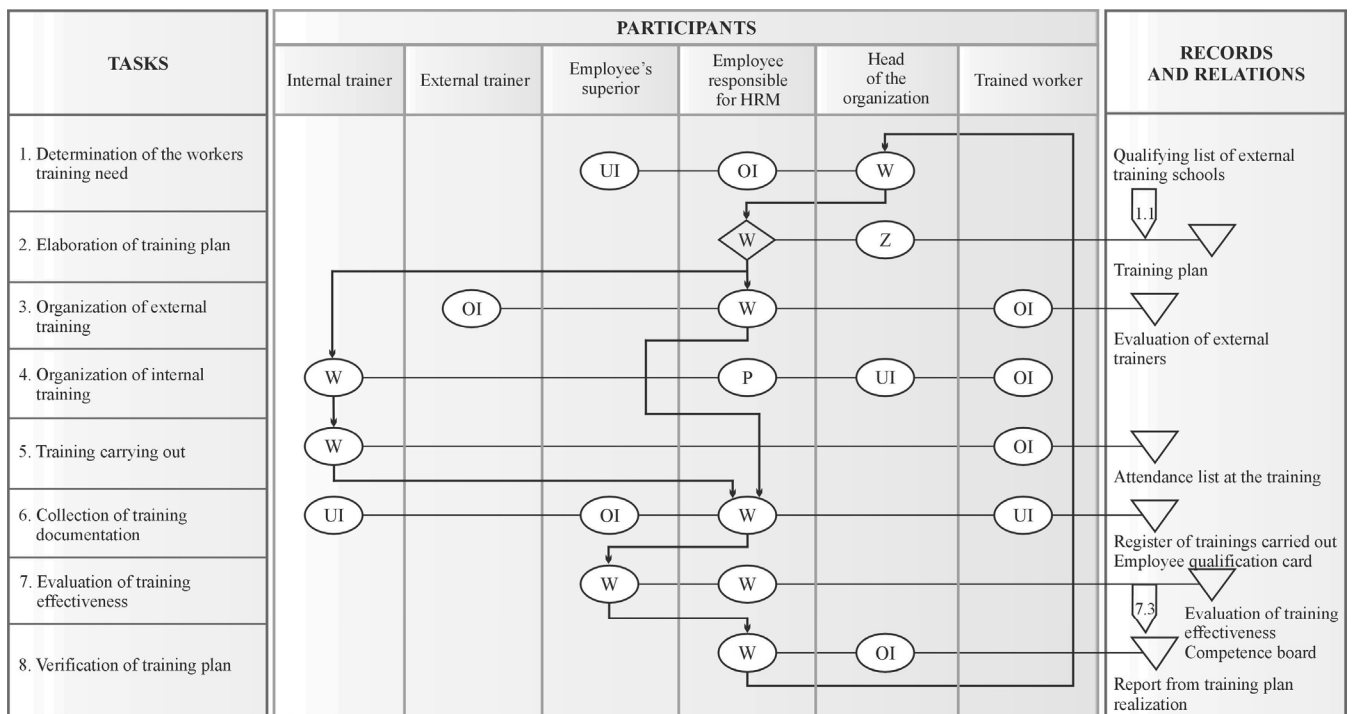


Fig. 5. The course of employees training in the analyzed organization

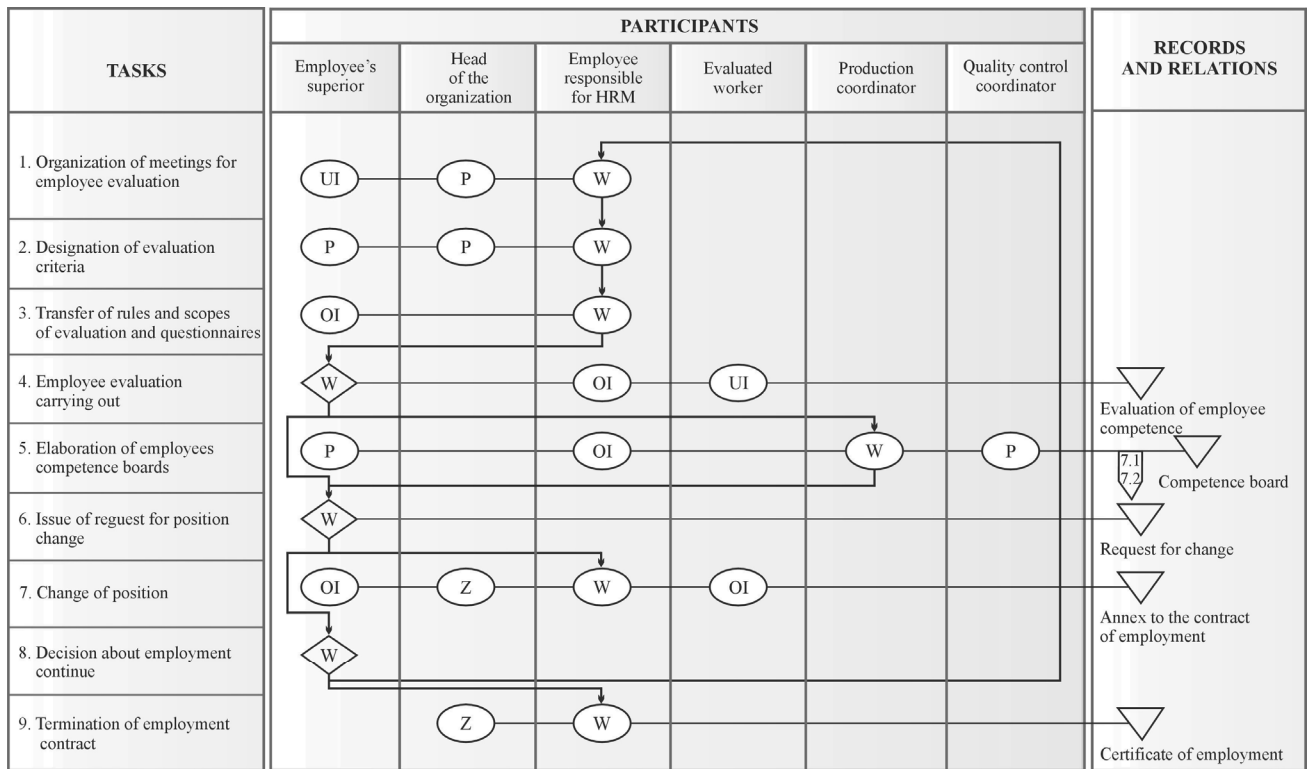


Fig. 6. The course of employees evaluation and dismissal in the analyzed organization

After determination and approving of the rules, the employee responsible for human resources management informs all employees in the company about the scope and the deadline of evaluations. Then he passes rules and ranges of the workers evaluation to persons authorized to the evaluation (the superior) together with the employee competency assessment form that contains employee data, the deadline of the evaluation, and evaluated range.

Superior of the employee within the prescribed deadline shall make an assessment of the employee on the basis of discussions, analysis of work plans (efficiency) and observation. During employees evaluating there can also be collected opinions from other persons. The employee competency assessment sheet should include also comments of the evaluated employee according to the conditions of the production realization at his position and others.

After completing the assessment of the employee competence, coordinator of the production (for production workers) makes a list of all evaluated employees, in which are included the criteria of assessment carried out - boards of the employees competencies. On the basis of the assessment carried out and worked out boards of the competence one can: apply for worker retraining, submit proposals for training or request the dismissal of employee. Superiors issue the formal requests for staff to change of the positions or dismissal. These requests, receives the employee responsible for human resources management, and then, on the basis of these conclusions, executes change of the employee's position, issues an annex to the employment contract or terminates the contract with the employee.

After analyzing of the employee evaluation, superior makes the decision about employment continue. If the employee is still employed, he is subjected to the next annual assessment. If the superior makes a decision about the employee dismissal he passes on information for the manager and the employee responsible for human resources management, who completes all the necessary documents and forwards them to the employee.

3.4. Motivating of employees

The aim of motivating in the analyzed organization is to efficiency improve, stimulation of the employees to increase productivity and achievement of appointed goals and improvement of the work quality.

The employee responsible for human resources management characterizing the specificity of the organization and analyzing needs of the staff elaborates the example forms of employee motivation. The forms of motivation are individually adapted to each employees group.

Creation of effective motivation systems requires the contribution of many persons. The employee responsible for human resources management is the person who collects the information and processes it. Managerial personnel whereas is in direct contact with the staff and on this level starts getting the opinions, expectations and requirements in relation to the employer. In order to facilitate of the data collection, the employee responsible for human resources management

elaborates a questionnaire with questions about motivation in the work process. The questions concern both financial and non-financial preferences of employees. Surveys are anonymous in order to obtainment of an authentic opinion.

Managerial personnel express their expectations in relation to the motivational system during the individual conversation with the employee responsible for human resources management.

After collection and processing of the data obtained from the organization employees, the employee responsible for human resources management creates documentation relating to employees' expectations to the created system. The documentation is submitted to the head of the organization.

The manager analyzes the data collected for the possibility of introducing them into the organization.

The non-financial needs of employees are easier to satisfy than those financial, therefore is so important opinion of the staff on this issue. Often satisfaction of the needs such as self-realization, possibility of enhancement of qualifications and recognition of the superior are the most important motivators, which significantly improve the quality of work.

The financial forms of motivating are equally effective provided that they will be tailor to the needs of the staff. Employer who takes care about the mental comfort of staff, by help in financing of the education, events and integration departures organizing, finally, by granting of institutional loans about low interest rate, improves employee morale and makes it more identified with the company.

The head of the department taking into consideration both the workers good and financial possibilities of the company chooses these components of motivational system which can be introduced to the company. Decision and guidelines for further action shall be given to the employee responsible for human resources management.

The next step carried out by a worker responsible for human resources management is formulation of all provisions and principles relating to motivating of employees in one document - Motivational System. This document should be submitted to the head of the organization, in order to the final acceptance.

The motivational system in the paper form or in electronic form on the website of the organization, should be generally available for all employees.

The assessment of the effectiveness of the motivational system should be carried out once a quarter. The research of the system effectiveness performs the manager of the enterprise in relation to managers and coordinators. Coordinators however estimate the level of motivation of their subordinates. The evaluation is carried out in the form of a conversation and by filling out the questionnaires of the evaluation. The both forms should ensure the free expression of views.

The evaluation results are communicated to the employee responsible for human resources management, on the basis which the report is elaborated and passed on to the manager of the organization.

The course of motivating of the employees in the analyzed organization is shown in Fig. 7.

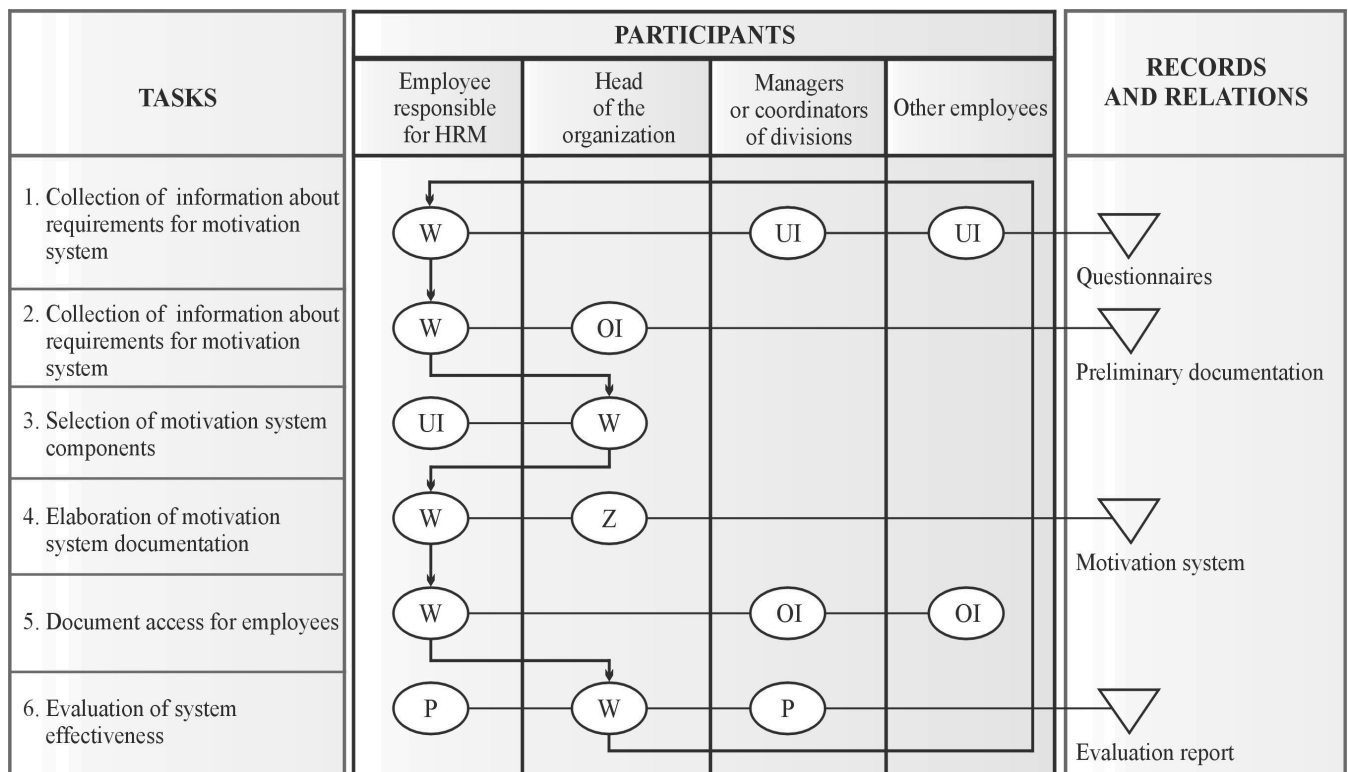


Fig. 7. The course of employees motivating in the analyzed organization

3.5. Remuneration of employees

The first step creating a system of remuneration is elaboration of a remuneration strategy. The strategies to meet the needs and profile of the organization are defined by the employer responsible for human resources management.

The characteristics of the strategy with the course of the proceedings shall be submitted to the head of the organization to choose the most appropriate.

The choice of the remuneration strategy is dependent on many factors, occurring both inside and in the surroundings of the enterprise. Internal factors having an influence on selection and functioning of remuneration strategy include: company strategy, human resources management strategy, technology, structure and organizational culture. The external factors are: labour law, situation on the labour market and dynamics of change in the branch.

The head of the company, on the basis of experience in the management of the company and the knowledge of its structure, chooses a strategy of remuneration. The strategy should be adapted to the needs of the organization, resulting in improving of

the human resources management process and a positive influence on the work results.

The strategy satisfying the needs of the organization is based on three criteria influencing on the level of remuneration, namely: type of work performed, results of work and necessary to their achievement competences. This variant is called the remuneration strategy according to contribution made to the organization.

The starting point for the application of the chosen strategy of remuneration is rewarding of employees for achievements of goals set by the manager of organization and for the ways towards achieving these objectives.

The decision about the choice of the strategy will be communicated to the employee responsible for human resources management, which works out the detailed action plan.

The action plan with targets set by the manager of enterprise should be communicated to managers or coordinators (management) of divisions.

During defining of the objectives and assessment of their implementation one should take into account a type of work performed.

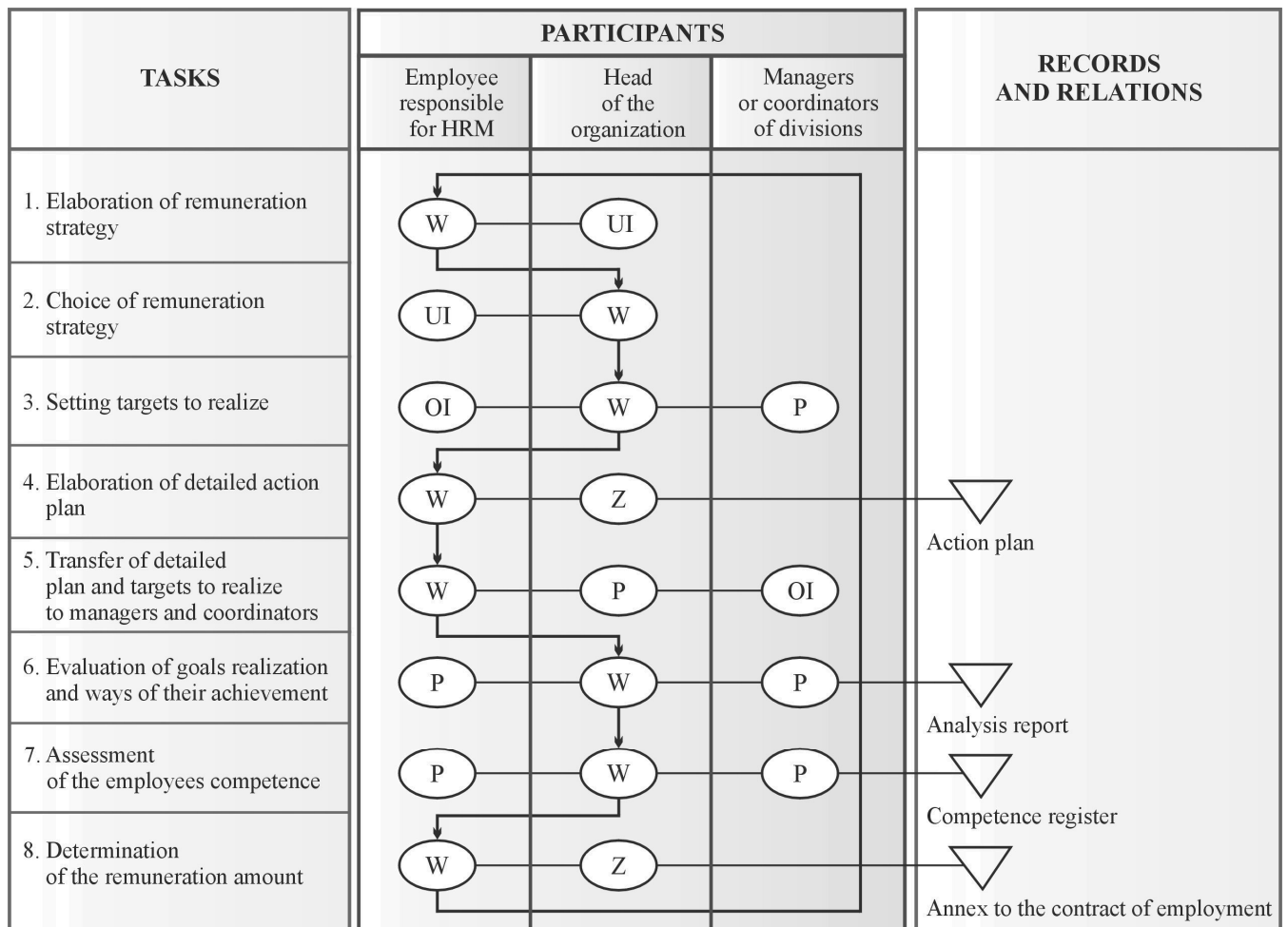


Fig. 8. The course of employees remuneration in the analyzed organization

The objectives are determined individually for each employee or employees group. The individual targets are used in case of white-collar workers, because of that they have a direct impact on the organization of work and the evaluation of its effects. Therefore, one should accurately determine the requirements for the personnel at this level. The objectives in this case are determined by the head of the organization (managers, coordinators) or by direct superior (specialists, logisticians, masters). The targets determined for the group are used in case of performance of the same work by many persons, such as assemblers, storekeepers, drivers, etc.

The objectives are determined once a year or more frequently if the need appears. In case of managers or coordinators, evaluation of the goals realization and the way of their achievement the manager of the enterprise and in case of lower-level staff - management carries out. The results of the assessment by the management carried out are given to the employee responsible for human resources management, which elaborates theirs as a report form and he transmits them to the manager of the organization.

Based on the evaluation of the realization and the ways of achieved objectives, the manager of the enterprises analyzes the effects of the work.

Another criterion for creating the level of remuneration is the competence of employees, i.e. complex of durable personal features that are used by the employee in the work process.

The assessment of the level of competence should be made on a regular basis.

The employee behaviors that are a deviation from the norm in a positive or negative way are listed in prepared in this aim registers. The employee responsible for human resources management prepares and manages the registers. The manager of the organization gives his opinion on behaviors of the management and management evaluates the behavior of their subordinates. The registers are generally available for persons making entries in them. Once a month, the behaviors of employees are analyzed, in order to assess their competences. The manager of the organization doing records review draws conclusions and assesses competences, what is reflected in a report form prepared by the employee responsible for human resources management

Analyzing the components of the chosen strategy in sequence, a type of work performed, the results achieved through the realization of the appointed objectives and evaluating the competences of employees, the manager of the enterprise determines the amount of remuneration. The decision to change of the remuneration is transferred to the personnel department in order to preparation an annex to the contract for the employee.

The cycle of the remuneration activity lasts twelve months. The contribution made to the organization by individual employees is evaluated every month. The contractors of the activities are: employee responsible for human resources management, manager of the organization and divisional managers and coordinators.

The exception from the application of the presented strategy is remuneration of new employees, where the above procedure has no reason to apply. In such cases, the remuneration strategy is applied according to the job market value. In this strategy must be taken into account also the current and long-term objectives of

human resources management, cost analysis and productivity of the work, remuneration profitability and the risk connected with the choice of remuneration strategy.

The course of remuneration of employees in the analyzed organization is shown in Fig. 8.

4. Conclusions

Human resources management becomes an integral part of the organization management. But this process is very difficult and complex, requiring from the people working in this field of the theoretical knowledge, commitment and ingenuity.

The effective human resources management system consists of a series of interrelated processes. The most important of these is the selection of personnel for individual positions. Appropriate planning process of the personal needs adjusts the resources to the needs of the organization. Then the selection and recruitment process help in obtaining of the competent persons.

The inseparable part of human resources management is the issue of retention of employees in the company. In this aim are a properly designed system of remuneration, careers planning and motivation influencing on the improvement of work efficiency.

In this work an analysis of personnel process as a part of quality management system functioning in the selected organization was carried out. The HRM process which is in the analyzed organization has only three activities. Because of that implementation of the employees remuneration and motivation systems were proposed. Resulting of this action will be the work efficiency and quality improvement, staff mobilizing to achieve the setting objectives, and assurance that employees by adequate motivation and remuneration, will be react for the customer needs in desirable manner.

As a result of searching and implementation of improvements, the organization makes more attractive, both among the customers and the candidates for the job. Both groups are looking for a reliable partner for cooperation, therefore the implementation of such important elements of HRM as motivation and remuneration systems, increases the interest of the customers in organization and makes it an interesting place to work.

The proper human resources management creates the possibility of a dynamic development of the company and the people working in it.

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