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Making the most of employee as a key element human resources management

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ABSTRACT

The purpose is to determine the feasibility potential of Staff in the effective management of human resources. The article highlights the fact that appropriate use of competencies the employee contributes to improved labor productivity and increase the competitiveness of the organization. The paper characterized the essence of employee potential, competence and commitment of employees to the job. Based on studies it has been shown that employees have a sense that their potential is not fully exploited. It was found that the maintenance involved employees are required to entrust them with specific tasks that will allow for their development and job satisfaction. Managing a team of people showing extraordinary personality traits requires an individual approach and adapting their competence to the requirements of a particular job.

Keywords: staff potential, competencies, employee commitment, human capital, talent management

1. INTRODUCTION

In the contemporary world organizations are forced to deal with frequent changes and their quick adaptation. The growing pressure of the economic system aimed at increasing productivity makes employees to become a key resource for the success of a company. Without properly qualified and motivated employees, organization adjusts to changes unskillfully. Human resource management is thus a very important factor in terms of

organization management. It should be noted that human resources are different in many ways from the rest of the organization's resources. Employees have their own ambitions, that changes constantly and respond in various, often surprising way to external and internal stimuli. In the past, human resources were highly underestimated, however, the social evolution in the business environment have forced drastic changes in the organizational structure, which led to a new take on reality of Human Resources Management. As an example of these changes an increased variety of the relations between employee and employer can be given and increasing organization relationships between people who formally do not belong there, what change configuration of forming the staff of the organization. Consequently, the changes forced the further development of the theoretical concept of Human Resources Management and the transition from the concept of personnel management to human resource management [4].

The interest in personnel employment with unique features which can be neither copied nor watched, which become potential of organizations and which are the result of personality and intellect requires to manage these people with multidisciplinary approach:

- behavioral concerning human behaviors [3],
- psychological, concerning the activities of elite, showing action of major importance [14].

T. Listwan believes that what distinguishes talented people is their ambition and internal motivation to achieve professional goals [2]. On the other hand, according to M. Armstrong, each employee has a capacity, so talent management processes should not be limited only to a specific group of employees. All activities should focus on human resources characterizing with specific skills, and pretty large possibilities for success. Managing employees with the highest potential is a priority challenge for developing organizations [1]. Management of such employees is not only a key element of the company strategy operating on the knowledge, but also is the next stage of activities within the personnel function. Employees with outstanding abilities and a high level of knowledge, requires a custom approach, including the use of unconventional tools to motivate. As a result of economic and market changes, as well as the evolution of organizational systems, assignation of an effective strategy for human resources management is needed. The success of the organization is to identify the benefits of an effective management of the intellectual capital of the company. The attention to education of employees and numerous training are investment in the future that will bring with time priceless fruit [17]. Human Resources Management is based on the traditional linear approach and therefore [4]:

- finding the right person,
- implementation of an employee at a given position,
- continuous competence development,
- the longest possible keep of the employee in the organization.

The employee potential is the result of specific features and properties of a particular employee. First of all, his health, general knowledge, professional ability, level of moral development, practical skills, motivation to work, continuous development and experience. All these factors determine the current and future adaptation to a changing environment [20]. Research conducted by E. Mayo and F.J. Roethlisberger at Harvard University in the years

1924-1933 showed that the efficiency of the employee is not only affected by wages. In the Western Electric plant in Hawthorne after determining the wage system, workers should perform their work in the most efficient way to earn as much as possible. However, it appeared that the workers determine themselves informally the number of completed devices, and they harassed those who were not subordinated. Employees do not respect people who could not cope at work, and the best employees limited their pace in order to obtain the favor of the group [9].

The study showed that [13]:

- the need for certainty, recognition and a sense of belonging more preferably affects the employee and also their performance than the conditions under which they operates,
- existing in workplaces informal working groups have a significant impact on the attitudes and habits of employees,
- efficiency and attitude of the employee are determined by both internal and external social requirements,
- cooperation of employee groups should be planned and constantly developed.

Good atmosphere, no conflicts, friendliness, mutual trust and willingness to cooperate contributes to job satisfaction, and a sense of belonging to the organization. All these details create the conditions for obtaining high efficiency.

On the other hand, D. McGregor, an American psychologist, in 1960, presented the two extreme models of employee referred to the theory of X and Y. Theory X assumes that people naturally do not like to work and try to avoid it. They avoid responsibility and prefer to guide them. Whereas the most effective way of motivation are punishments. Theory Y assumes, however, that the work is a natural part of human life, so employees do not show aversion to work. In appropriate working conditions employees can be internally motivated, they tend to show responsibility and at the same time innovative ideas and creativity [7].

2. ENGAGED EMPLOYEE IS ABLE TO MAKE SACRIFICES

Nowadays employers expect employees to engagement and continuous improvement of skills. The dynamic technological progress requires employers to invest in innovation and development of the employee. Averagely three times in the life , a man changes job and otherwise shapes idea for his career. Changing job is often associated with the change of environment, culture and specialties. New colleagues, superiors, heads, tasks, evaluation criteria and traps are appeared. Engaged employee is one who is able to devote the time and energy in excess standard expectations of the organization. Committed and capable employee is determined to give everything. To each his task comes up with enthusiasm and energy. The tasks are carried out fairly, positively affecting the level of customer service, quality and costs. Engaged employee with their enthusiasm and the source of new ideas encourage other employees, and distinguished by the great loyalty to the company [5]. On the other hand, the company formulates against an employee their unsaved, subtle expectation that the employee will not only be loyal to the organization, but also will maintain a positive image of the company, keeping all its secrets [11]. Strong, talented employee quickly adapts to the present organization standards, and modifies them. In this way, both parties are able to check whether

the decisions taken at the time of signing the agreement were accurate. Talented employees who wish to demonstrate and which depends on the good results and opinions in a faster manner are discouraged because their expectations were not met in the initial period of operation. You should also pay attention to the fact that the employee always evaluates effort paid for achieving the intended result as well as awards for his gain. The assessment is compared to other employees. If an employee notices that for the same amount of work receives a lower salary than others, it is estimated that as injustice, which affects him demotivating, and consequently reduces the effects of his work. The effectiveness of the work depends on the ability, skills and abilities of people supported by proper motivation. The company should scrupulously strive to optimize use of their creative resources. The level of efficiency of human resource affect his qualifications and motivation. Motivation is an inner strength that activates and supports our actions. The size of that force depends on the benefits that we intend to achieve, due to the attractiveness and the probability that the result will be obtained [11].

3. COMPETENCE AS THE KEY TO SUCCESS

A main task of companies is to increase work efficiency. In contrast, a basic condition for the fulfillment of these expectations is to have competent employees. Skillful define of the competencies and their development determines the direction of development for both the employee and the company [15]. Competencies are the employees features, such as knowledge, experience, skills, ambitions, abilities, styles of action, held values, which the use and development of employees enables the business strategy, in which they are employed. Competence is a broader concept of qualification. It contains general, permanent human features, which create a cause and effect achieved with high or above average effects work, setting its universal dimension [18].

In the organizational practice the following division can be observed [16]:

- corporate powers - the same for all employees of the organization. Should they have all the people working for the company, regardless of their position. A typical example would be the attitude to customer.
- professional competence - precisely related to the type of work performed. Other competencies required of an accountant, and different from lawyer. An example of this type of competence is the ability to draw up the balance sheet and the ability to interpret legislation.
- social competence - associated with having contact with other people.
In the case of the manager, this means first of all subordinates, and to the agent - customers. An example of this type of competence is to motivate employees or efficiently dealing with complaints and complaints.

The growing importance of competence and cultural values is a challenge for managers in terms of difficulty evaluation. Although the accounting system does not take into account the competence and cultural assets. The market shows, what is the greatest value of the organization. World's richest man Bill Gates - Microsoft founder, notes that the company's balance sheet are not shown the greatest assets of Microsoft, inter alia the ability to create software.

The most important task of the company is to find key employees. Despite continuous technological progress and technical, human resources continue to determine the success of the organization, and the success on the plane to obtain called as talents, often affects the success or survival of the company. Human resource management can't rely solely on the use of appropriate tools. Employees are no longer resources, but a dynamic component of the company - its capital. Management should not rely only on the control of coordinating, developing and supporting the people who manage them themselves [10].

The growing importance of balance between private life and professional also has a significant impact on the development of human capital. Inappropriate balance between private life and professional employee has negative effects on the results of operations of the organization and the quality of working life and private life. Organizations that invest in the balance between personal life and work record the benefits of reducing the excessive employee turnover and increase the level of their creativity, satisfaction and commitment to the job [15]. Employee, as a rational being, taking a job and performing their activities continuously choose among their own, still developed value system under the influence of all sorts of factors. Employee, constantly analyzes the received incentives in the form of payment and other awards in the form of non-material if they are sufficient, and whether it adequately satisfied, thereby allowing proper commitment to work.

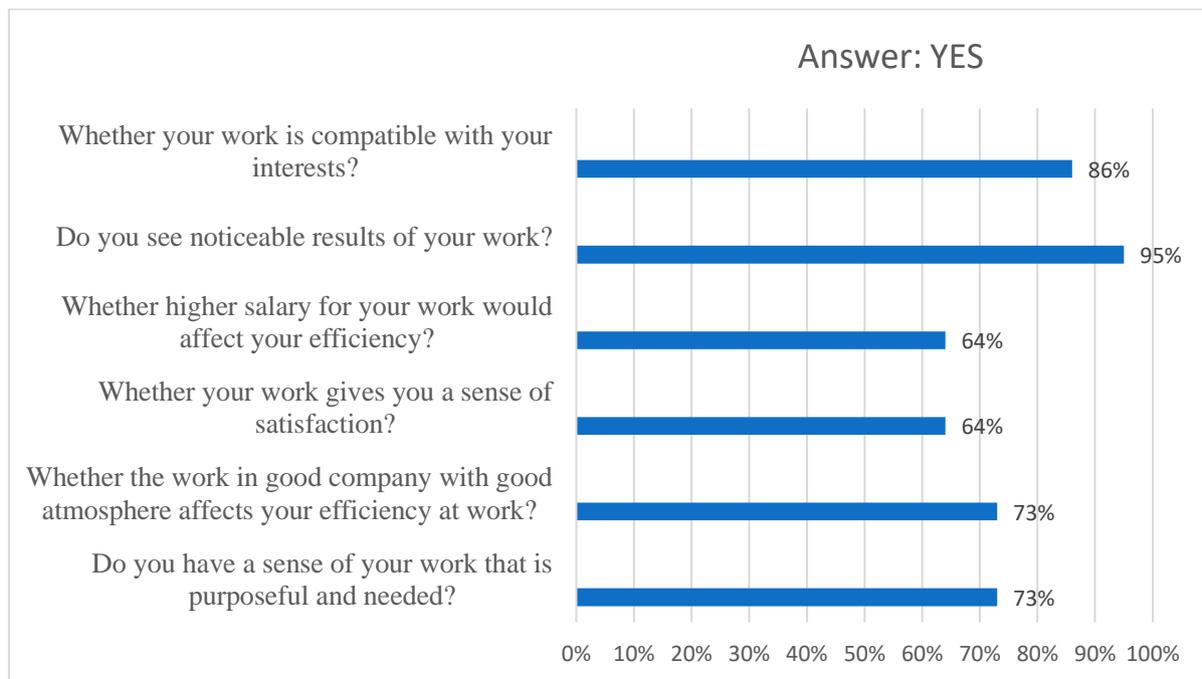
People are motivated to effort by what they want, not what they have gained. It is not enough to only affect the favorable conditions and the organization of work, but it is also needed to provide and understand the expectations of subordinates work-related. Only in this way supervisors are able in the desired way to motivate the employee. Manager should therefore have a rational personnel policy by formulating tasks, creating conditions for the development, informing about the results of their implementation and attention to the balance between the contribution of the employee and the obtained compensation. Please note that the process and working conditions must be adapted to the expectations and requirements of the employee [8].

The possibilities of using desired for a company employee potential, matching process and making changes shows the D. McClelland's model of motivation. This model refers to three types of needs: power, affiliation, achievements. The strength of their feeling depends on the experience and cultural values. McClelland analyzed the features of a human demonstrating the need to meet these requirements and described their behavior. Human resources feel the need for achievement, they are therefore focused on continuous development. They strive to meet the real and ambitious goals, achieve success as businessmen and are good candidates to occupy leadership positions. Noticeable the need for power is the desire to influence others, as well as play a leading role. People who fulfill themselves through the power have in mind their own good and the good of society. In the first case the authority has a private dimension, the second social. Feeling the need to belong to a group manifested as desire to obtain social approval and willingness to work in a team based on relations of cooperation [6].

Motivating employees is examined from two perspectives: the material and the immaterial. Immaterial factors are increasingly valued by employees, it includes: training, improvement, assessment, career planning or cooperation in the decision-making process [8]. Note, however, that the training and improvement should be addressed only to those employees who will gladly engage in improving their qualifications, and thus contribute to the growth of the competitiveness of the organization. No art is in fact spend money on training,

but the trick is to rationally use its human resources in the enterprise [12]. The research conducted on a group of 22 people in the unit employing over 250 people showed that employees of the accounting department like their work. That answer was declared as many as 68% of respondents. In turn 100% of employees confirms responsibility for the work performed. Figure 1 shows the percentage of the declared response.

Figure 1. Level of employee satisfaction in various areas of work.



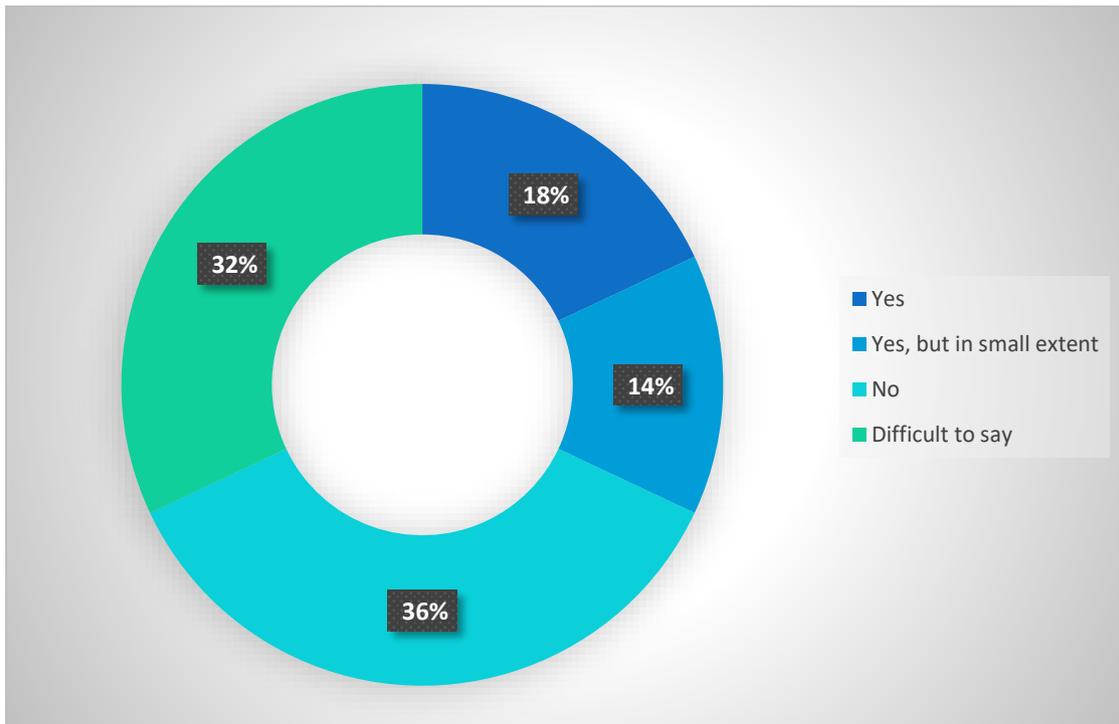
Source: own analysis based on the conducted research

The work performed by the respondents is compatible with their interests, it gives a sense of purpose and noticeable results. Respondents, up to 95% confirm that they work in a good atmosphere affects their efficiency. The atmosphere at work is one of the key factors for which the employee with a positive attitude comes to work every day. Performed work only in 46% gives a sense of satisfaction. This is related to the specifics of work, a narrow specialization and routine in performed actions. 2/3 of respondents stated that higher salaries would affect the efficiency of performed duties.

Respondents in 36% declare that they do not have the opportunity to demonstrate their potential at the request of the supervisor. This way of notice by the manager inherent employee potential, affects his self-esteem and in the long term increase its motivation to work.

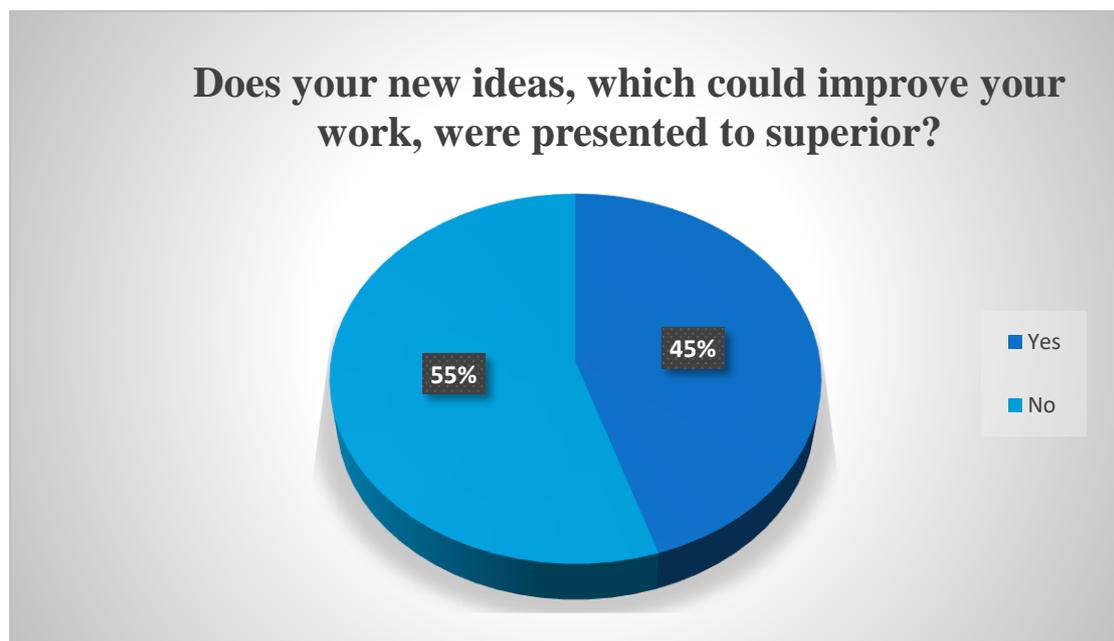
Only 14% of respondents declared that they had the opportunity to prove themselves at work, while 14% say it only in a small extent, their potential has been demonstrated. Nearly 1/3 of respondents are not able to determine whether it also had the opportunity to prove inherent potential. This situation may be due to the fact that the employee is not interested in fully demonstrate their capabilities and performed work give him a sense of satisfaction.

Figure 2. The possibility to present own competencies.



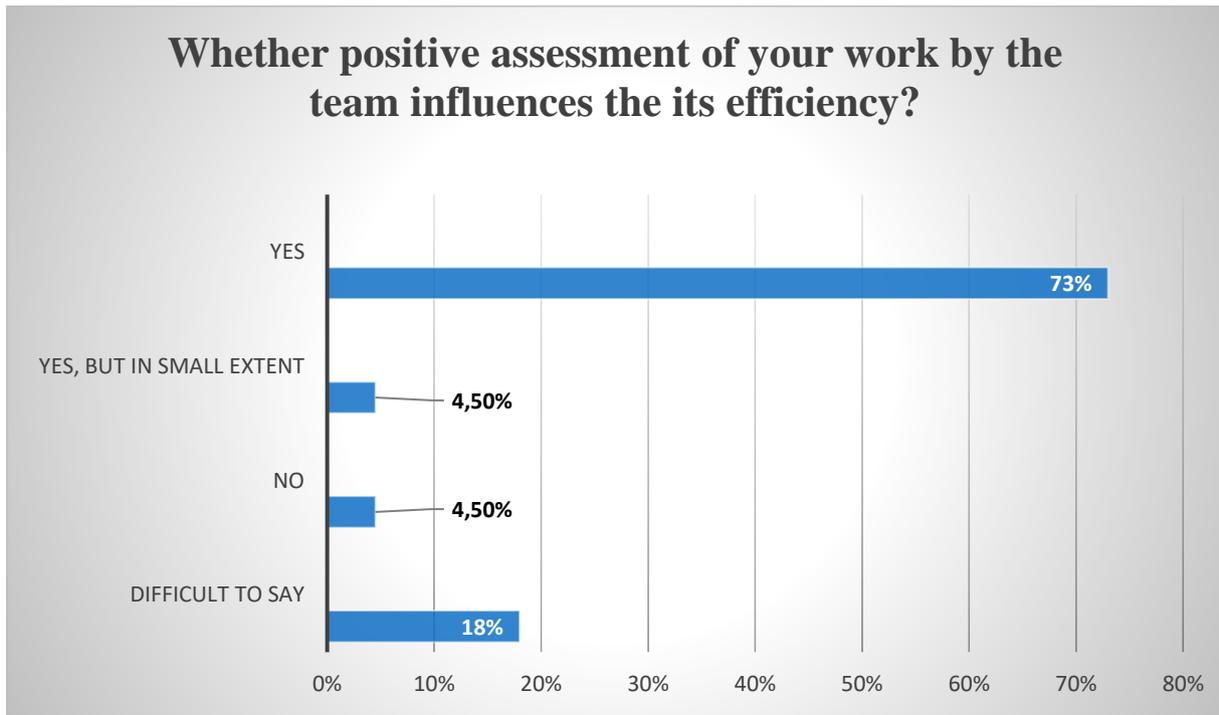
Source: own analysis based on the conducted research.

Figure 3. Opportunities to present own ideas.



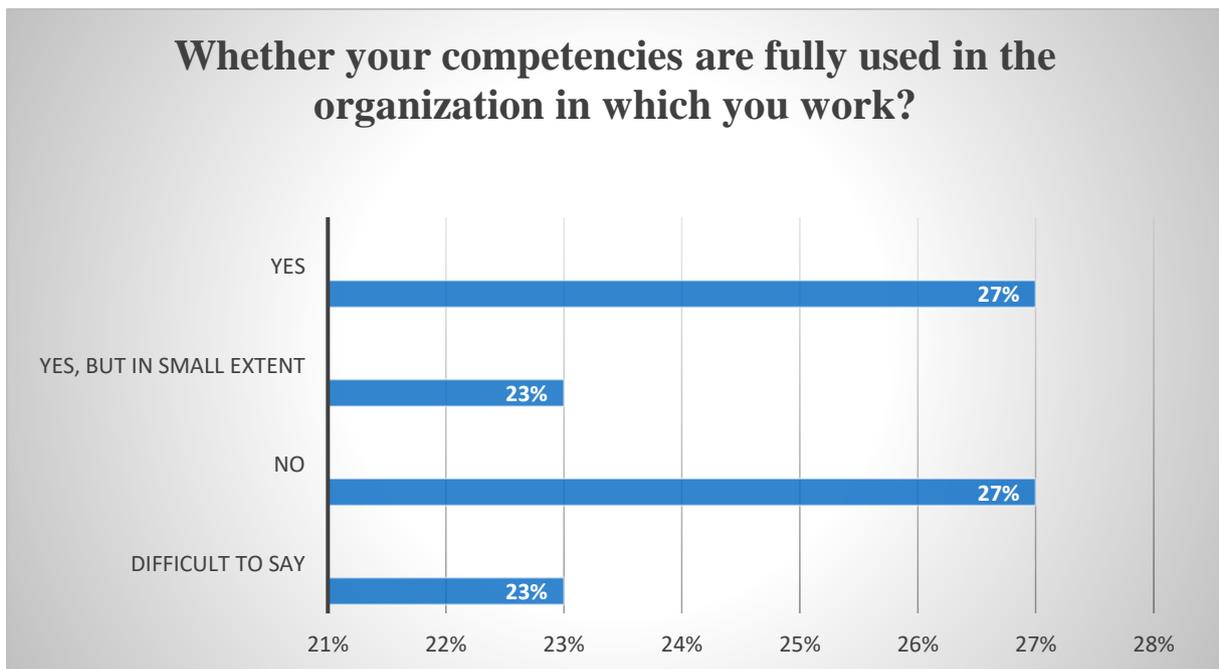
Source: own analysis based on the conducted research

Figure 4. How positive work assessment by the team affects the work efficiency?



Source: own analysis based on the conducted research

Figure 5. The level of competence use



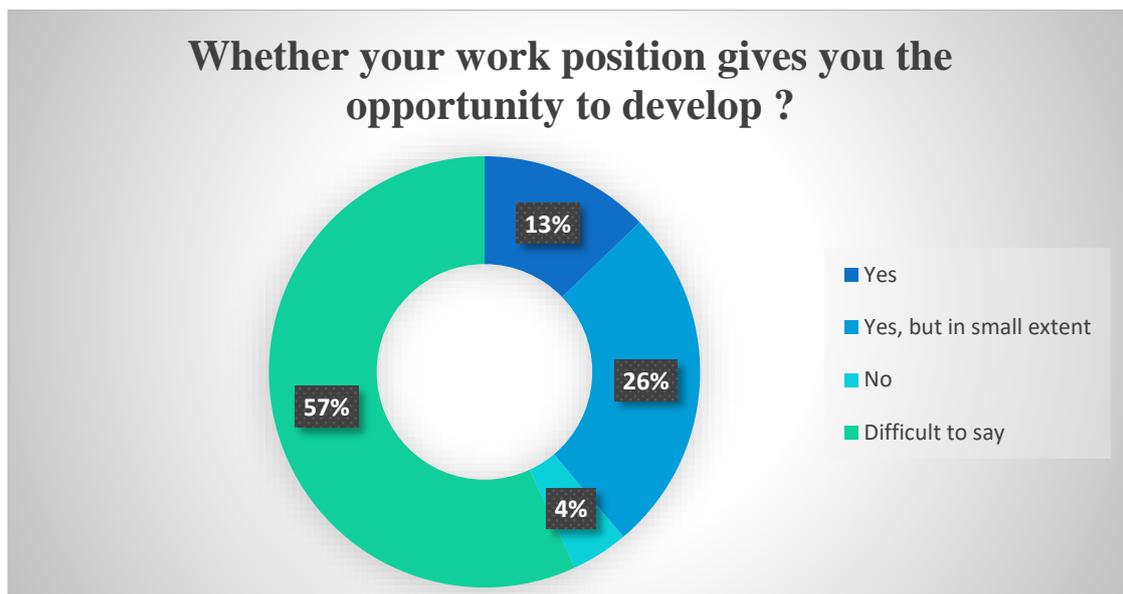
Source: own analysis based on the conducted research

More than half of respondents say that the ideas which would result in an increase in the efficiency of their work were presented to supervisor. The study shows that nearly 76% of respondents believe that work they do, facilitate the work of others.

The work in the accounting department in a corporation is associated with team work, and performed tasks are often following consecutive events. Almost 3/4 of the respondents answered that a positive assessment of their work by the team has a positive effect on the level of their work. Therefore, a key element in the management of human resources is fair treatment of employees by a supervisor, because cycle of a good atmosphere should not be disturbed through the assessment of employees

The use of competences by employees is a priority for managers. Opinion on its use among the respondents are divided. Respondents were also investigated in terms of using their powers on another work position in the company. Nearly 60% of respondents answered that it is not able to determine whether such a change would affect the scope of their potential, competencies. On the other hand 1/4 of the respondents declared that the change of work position has a positive impact on the scope of its use.

Figure 6. Possibilities of development on work position



Source: own analysis based on the conducted research

Nowadays, the possibility of development and perspective of changes taking place, are an important part of human resource management. 27% of respondents claims that they have a possibility of continuous development on performed work position. On the other hand more than half of the respondents replied that the performed work gives only slightly the opportunity to develop. Respondents in studies declared that 50% of the training received to a greater or lesser extent, have improved the quality of their work. 70% of respondents stated that they do not satisfy their frequency of training on occupied work position and 86% declare that they don't have influence on the type of training.

4. CONCLUSION

In the age of today's economy and labor market, based on knowledge, can be said that the success of the company depends on the people working in it. Organizations put in front of people enormous challenges, which meet depends on the qualifications and internal motivation. These two factors in main extent affect the potential employee, who is supported by management, will contribute to increasing the competitiveness of the company. Despite the fact that competencies are variously interpreted, they are a key success factor for the company. The development of the concept of human capital, including issues concerning the competence, personal predispositions and talents contributed to increased efficiency and value to the organization.

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