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## PRACTICAL APPLICATION OF SELECTED THEORETICAL KNOWLEDGE IN HUMAN RESOURCES MANAGEMENT

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**Abstract.** The main objective of human resources management is to achieve success and competitive advantage on the grounds of an integrated set of cultural and personnel procedures. It presupposes a team of competent and trustworthy people who will perceive their activities in a team as their personal mission. It is required from them to act effectively in all issues related to their employees. A precondition of such a conceptual activity creating is the existence of adequate organisational documents like organisational strategy and individual functional strategies. It is at the same time assumed that human resources specialists are familiar with the content of works carried out in their organisations. Information on individual works and preconditions of their execution have to be collected on the grounds of complex work analysis, creating a basis for job diagnosis, and finally, for personnel decision-making. Creation of a labour potential which would be a guarantee of effective performance of the tasks resulting from company's goals is impossible without an efficient management system. To build such a system of human resources management means to identify a present state, as well as to predict, search and solve possible problems.

**Keywords:** Human Resources Management; Organisation Mission; Organisation Strategy; Personnel Strategy; Analysis.

**JEL Classification:** E24; J24; O15

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### **ПРАКТИЧНЕ ЗАСТОСУВАННЯ ДЕЯКИХ ТЕОРЕТИЧНИХ ПІДХОДІВ В УПРАВЛІННІ ЛЮДСЬКИМИ РЕСУРСАМИ**

**Анотація.** Основною метою управління людськими ресурсами є досягнення успіху та конкурентних переваг на основі побудови інтегративної системи культурних і кадрових процедур. Вона передбачає наявність компетентних та надійних людей, які будуть сприймати свою діяльність у команді як персональну місію. Це вимагає ефективних дій у всіх питаннях, пов'язаних із людськими ресурсами. Передумовою створення такої концептуальної активності, на думку авторів, є розробка відповідних організаційних документів, як-от організаційна стратегія та окремі функціональні стратегії. При цьому передбачається, що фахівці в галузі людських ресурсів знайомі із змістом робіт, виконуваних у своїх організаціях. Відомості про фізичні роботи та умови їх виконання повинні збиратися шляхом комплексного аналізу й діагностики праці, що, в остаточному підсумку, дозволить приймати адекватні рішення щодо розвитку знань і навичок персоналу. Створення трудового потенціалу, який був би гарантією ефективного виконання завдань, що випливають із цілей компанії, неможливо без ефективної системи менеджменту. Побудова такої системи управління людськими ресурсами дасть змогу визначити їх поточний стан, а також спрогнозувати, виявити і вирішити можливі проблеми.

**Ключові слова:** управління персоналом; місія організації; стратегія організації; кадрова стратегія; аналіз.

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### **ПРАКТИЧЕСКОЕ ПРИМЕНЕНИЕ НЕКОТОРЫХ ТЕОРЕТИЧЕСКИХ ПОДХОДОВ В УПРАВЛЕНИИ ЧЕЛОВЕЧЕСКИМИ РЕСУРСАМИ**

**Аннотация.** Основной целью управления человеческими ресурсами является достижение успеха и конкурентных преимуществ на основе построения интегративной системы культурных и кадровых процедур. Она предполагает наличие компетентных и надежных людей, которые будут воспринимать свою деятельность в команде как персональную миссию. Это требует эффективных действий во всех вопросах, связанных с человеческими ресурсами. Предпосылкой создания такой концептуальной активності, по мнению авторов, является разработка соответствующих организационных документов, таких как организационная стратегия и отдельные функциональные стратегии. При этом предполагается, что специалисты в области человеческих ресурсов знакомы с содержанием работ, выполняемых в своих организациях. Сведения о физических работах и условиях их выполнения должны собираться путем комплексного анализа и диагностики труда, что, в конечном счете, позволит принимать адекватные решения относительно развития знаний и навыков персонала. Создание трудового потенциала, который был бы гарантией эффективного выполнения задач, вытекающих из целей компании, невозможно без эффективной системы менеджмента. Построение такой системы управления человеческими ресурсами позволит определить их текущее состояние, а также спрогнозировать, выявить и решить возможные проблемы.

**Ключевые слова:** управление персоналом; миссия организации; стратегия организации; кадровая стратегия; анализ.

## 1. Introduction

Knowing the present state of human resources management and its confrontation with modern trends in this sphere is considered to be the key precondition of its enhancement and gradual advancement towards the level of developed organisations in the world [1], and this paper therefore also deals with this issue on an example of evaluating selected problems in human resources management. This selection is related to the fact that the first sphere includes *the baseline characteristics and activities*, by means of which the conceptuality and level of the whole human resources management system can be substantially affected (the existence of a human resources management department, respectively of a personnel department, the position of a personnel manager in the management of an organisation, the existence of organisational documents) [2, 3, 4], the second sphere includes *the work analysis* (job analysis), creating a basis for job diagnosis and is a basis for dealing with individual human resources management functions [5, 6].

## 2. Brief Literature Review

Human resources management and its confrontation with modern trends in this sphere is considered to be the key precondition of its enhancement and gradual advancement towards the level of developed organisations in the world [7, 8]. The main objective of human resources management is to achieve success and competitive advantage on the grounds of an integrated set of cultural and personnel procedures. It presupposes a team of competent and trustworthy people who will perceive their activities in a team as their personal mission. It is required from them to act effectively in all issues related to their employees. Therefore, the level of the whole human resources management system can be substantially affected (the existence of a human resources management department, respectively of a personnel department, the position of a personnel manager in the management of an organisation) [9, 10].

A precondition of creating such a conceptual activity is inter alia the existence of adequate organisational documents like organisational strategy and individual functional strategies. It is at the same time assumed that human resources specialists are familiar with the content of works carried out in their organisations. Information on individual works and preconditions of their execution must be collected on the grounds of complex work analysis. The work analysis primarily provides information on job creation and description as well as on the specification of requirements for employees and the creation of the profile of their competence this will help to creating a basis for job diagnosis and finally for personnel decision-making. The creation of a labour potential which would be a guarantee of effective performance of the tasks resulting from company goals is impossible without an efficient management system [11, 6, 12]. To build such a system of human resources management means to identify a present state, to predict, search and solve possible problems.

## 3. Purpose

The present state of human resources management and its confrontation with modern trends in this sphere on an example of evaluating selected problems in human resources management.

## 4. Methodology & Results

*The Group of Respondents Characteristics and the Substantial Organisational Documents Existence in the Interviewed Organisations.* The first research phase had 239 participants, the second and third ones – 340 participants each. The size structure of the interviewed organisations is shown in Table 1, indicating that the organisations with the number of employees from 50 to 300 were the most represented in our research each year.

Tab. 1: Size structure of analysed organisations

The number of employees in an organisation	50 – 300	301 – 1.000	1.001 – 5.000	more than 5.000
Share of organisations in % in 2010	62	25	12	1
Share of organisations in % in 2011	70	21	7	2
Share of organisations in % in 2012	72	20	6	2

Source: Own research

Human resources management is an activity focusing on employees, and with other functional spheres of management, it participates in the fulfilment of the goals of employees as well as of the organisation as a whole [13, 14, 15, 16]. The existence of a human resources management department, respectively of a personnel department is therefore considered to be a substantial characteristic feature of an organisation with a direct connection to the main goal of our research. 66-70% of the organisations had a human resources management department, respectively a personnel department or at least a human resources specialist in the analysed years (Table 2).

We subsequently also focused on further facts affecting the ensuring of human resources management in an organisation. We were determining where the person currently responsible for the issues of human resources management was hired from. The objective of this question was to determine whether organisations prefer hiring of employees at such a strategic position from internal or external sources and whether emphasis is also put on their practical experience in the given sphere. Our research indicated that organisations equally use both external and internal sources to hire a person responsible for human resources management (Table 3).

We also focused on determining whether persons responsible for human resources management have positions in top managements or other top executive teams of organisations. Our research implied that although the persons responsible for human resources management have positions in organisational managements in more than three fourths of organisations, it is not the case in 23-49% of organisations.

Several subjects (partners) enter the management of employees; however, the decisive role is played by human resources management departments, personnel departments, respectively human resources specialists in small organisations. They are a guarantee of fulfilling the goals and strategies of managements in the respective sphere, i.e. they coordinate

Tab. 2: Existence of a human resources management department, respectively of a personnel department

Existence of a human resources management department, respectively of a personnel department	Yes	No
Share of organisations in % in 2010	66	34
Share of organisations in % in 2011	70	30
Share of organisations in % in 2012	67	33

Source: Own research

Tab. 3: Source where the person currently responsible for the issues of human resources management was hired from

Person responsible for human resources management was hired:	Share of organisations in 2010 in %	Share of organisations in 2011 in %	Share of organisations in 2012 in %
<b>from internal sources, particularly:</b>			
From among the HRM department employees	23	28	24
From among employees, however not of the HRM department	27	30	26
<b>from external sources, particularly:</b>			
A person having worked as a human resources specialist for another organisation	34	20	24
A person neither having worked as a human resources specialist nor from organisation's internal sources	16	22	26

Source: Own research

and professionally regulate those engaged in managing people. They ensure that management acts effectively in all issues regarding their employees and that optimal conditions are created in order to exploit the potential of people for both their own benefit and the benefit of their organisation [5]. Also, on the grounds of the given reason, we were interested within our research in the present state in this sphere in organisations operating in Slovakia. 66% of the organisations had a personnel department or at least a human resources specialist in 2010, 70% of the organisations had one in 2011 and 67% in 2012, which means that conditions for development in the sphere of human resources management are starting to be created from a formal viewpoint.

Organisational culture, which has a substantial impact on how internal and external environments of an organisation accept a strategy and its supportive functional strategies, has a separate position and impact on the formation, creation and implementation of organisational strategy into life. All the given documents are not only important for working in the sphere of human resources management but their particular outward definition and declaration also significantly affect the way an organisation is perceived by its environment.

The creation and form of individual organisational documents is entirely based on the decision of organisational management. Regarding realising, respectively not realising the need of organisations to create individual organisational documents, we were determining their existence, respectively absence in a written, respectively non-written form. Our research indicated that 85% of the analysed organisations on average have organisational mission and strategy in a written, or, respectively, non-written form. Personnel strategy, the code of ethics and ecological strategy are less represented. Less than 40% of the interviewed organisations have defined having other documents like the code of corporate social responsibility, innovation strategy, quality strategy, ergonomics strategy and organisational culture strategy in writing (Table 4).

Aiming at determining whether conditions are created in organisations for conceptual work in the sphere of human resources management, we conducted an analysis of the existence, respectively absence of substantial organisational documents. Documents defining the mission and strategy of an organisation, personnel strategy, organisational culture, environmental strategy, the code of ethics, the code of corporate social responsibility and goals in the sphere of innovations are not only important in the sphere of human resources management but their particular outward definition and declaration significantly affect the way an organisation is perceived by its environment.

The analysis of individual spheres in which organisations have, respectively have not elaborated documents indicated that although more than 90% of the interviewed organisations declared the existence of a defined mission and strategy of their organisation, only less than 50% of them have defined other spheres in writing. It is necessary to state that the existence of other analysed documents focused on social goals of organisations (Table 4) is at a substantially lower percentage level. It can therefore be assumed that only less than 50% of the analysed organisations have an adequately and complexly defined mission and strategy of their organisation.

*Work Analysis – Basis for Job Description and Specification of Requirements for Employees.* With regard to the fact that work analysis primarily provides information on job creation and description as well as on the specification of requirements for employees and the creation of the profile of their competence, we focused within our research on determining whether organisations conduct job analysis, for what positions and in what time frequency, respectively for what reasons.

Tab. 4: Spheres with elaborated documents in the analysed organisations

Has your organisation elaborated the following documents?	Yes, a document in writing in %			Yes, a document in a non-written form in %			No, in %		
	2010	2011	2012	2010	2011	2012	2010	2011	2012
The mission of organisation	73	71	65	16	13	14	11	15	21
The strategy of organisation	76	68	64	17	18	14	7	14	22
Personnel strategy	54	53	51	24	26	22	22	21	27
Ecological strategy	44	39	43	19	16	11	37	45	46
The code of ethics	58	53	49	16	18	18	26	29	33
The code of corporate social responsibility	31	23	23	19	20	18	50	57	59
Innovation strategy	39	23	26	23	26	23	38	51	51
Quality strategy		58	60		16	8		26	32
Ergonomics strategy		16	20		18	16		66	64
Organisational culture strategy	25	33	29	32	26	21	43	41	50

Note. With regard to the fact that not all documents were analysed in 2010, like in the other two years, Table 4 is not complete.

Source: Own research

Determining the focus of organisations on job analysis, we were also analysing the awareness of human resources managers, who should participate in it and, particularly, initiate it. Results indicated that only approximately 60% of the organisations focus on this function (Table 5).

In organisations conducting job analysis, we subsequently focused on determining the complexity of its conducting, i.e. we were determining for which jobs they conduct work analysis. Managing positions were analysed in the lowest extent (Table 6).

In case organisations conduct job analysis, we were interested in what initiates it, respectively what the frequency of its conducting is. Organisations most frequently identified the creation of new positions as the initiator, and those organisations conducting the analysis regularly most frequently indicated the year interval (Table 7).

The method of conducting the analysis has a substantial effect at conducting any analysis from both the time viewpoint and the viewpoint of quality level. Therefore, we also focused our research on determining the methods used at job analysis. Organisations most frequently use interviews (Table 8).

Work analysis is the key function of human resources management, which results from so called cross-sectionality of this function. The substantial fact in relation to job analysis is a need to conduct it before conducting any activity related to the functions of human resources management, as its results substantially affect all these activities. Responses of organisations to the question whether they deal with job analysis indicated that approximately 40% of them do not conduct job analysis at all.

Tab. 5: Conducting of job analysis

Do you conduct job analysis?	Share of organisations in %	
	2011	2012
Yes, we do	59	62
No, we do not	41	38

Note. The analysis of the present state of the focus of organisations on work analysis was only conducted in 2011 and 2012.

Source: Own research

Tab. 6: Conducting of job analysis for individual positions

Positions for which organisations conduct job analysis	Share of organisations in %	
	2011	2012
Management	60	56
Specialists	66	69
Administrative employees	63	70
Manual workers	61	67

Note. The analysis of the present state of the focus of organisations on work analysis was only conducted in 2011 and 2012.

Source: Own research

Tab. 7: Reason, respectively time frequency of job analysis conducting

Reason, respectively time frequency of conducting job analysis	Share of organisations in %	
	2011	2012
At job creation	55	53
At changes to job content	45	45
At personnel audit	24	24
Regularly:		
- yearly	14	15
- twice a year	8	4
Other	4	2

Note. The analysis of the present state of the focus of organisations on work analysis was only conducted in 2011 and 2012.

Source: Own research

Tab. 8: Usage of individual methods at job analysis

Methods used at job analysis	Share of organisations in %	
	2011	2012
Interview	62	60
Questionnaire	43	27
Observation	28	49
Other	6	4

Note. The analysis of the present state of the focus of organisations on work analysis was only conducted in 2011 and 2012.

Source: Own research

In line with the given results we can assume that these organisations do not realise its importance.

Regarding organisations conducting job analysis, we were interested in the reason, respectively time frequency of conducting job analysis (Table 7). Organisations most frequently (in more than 50% of cases) conduct the analysis at job creation. This is the most frequent answer, however organisations could indicate more than one of the options, which implied that some organisations wait for an audit or a term when they normally conduct the analysis, and do not conduct it flexibly when needed.

Regarding the creation of a new job, it is necessary to define tasks, rights and duties in order for an employee to carry them out effectively, hence it is necessary to define competence (the level of education, abilities and attitudes). The creation of a new job is at the same time a process of creating specific conditions for it, while respecting the needs, rights and duties of other employees in the organisational structure of an organisation. It is necessary to deal with job creation almost continuously in cases of changes to organisational goals, changes, respectively modifications of used technologies, innovation implementation, changes to the offer on labour market as well as in many other cases [5]. The aforementioned implies the importance of work analysis in context with the given situation, hence we consider the inactivity of organisations in such cases to be significantly negative. 55% of affirmative answers were recorded in 2011 and 53% in 2012, only representing less than 25% of the whole analysed group of 340 organisations in both years.

The second option implies a similar negative result, when 45% of the organisations in both years indicated that they conduct work analysis in the case of changes to job content. It is necessary in this relation to point out especially its interconnection with another function of human resources management – education of employees, as it is only possible on the grounds of job content change defined in advance to systematically educate employees and prepare them for the given change. Determining the frequency of conducting job analysis, we arrived at the result that approximately 10% of the organisations conduct the analysis regularly, while the frequency is at least once a year, and thus they at the same time deal with it at the creation of new jobs as well as at changes to job content. We consider such behaviour of organisations to be desirable.

After determining the reason and frequency of conducting job analysis in the organisations, we were further determining who conducts it. The interviewed organisations could identify more than one answer. Low percentage (12-15%) was surprising in the option that the analysis is conducted by an employee holding the given position. This employee should most frequently point out deficiencies, reveal bottlenecks and the possibilities

of streamlining of their job. This discrepancy was clarified at the analysis of answers to question what methods organisations use at work analysis (Table 8). The interviewed organisations identified interviews as the most preferred method of analysis. The interconnection of this fact with the most frequent answer at identifying the analysis conductor indicates that 60% to 62% of the interviewed organisations conduct job analysis by means of an interview of the employee working at the analysed position with a direct superior. The given fact clarifies the low determined percentage indicating that only 12-15% of the organisations use the employee holding the given position to conduct the analysis. We consider this finding to be positive, as when the analysis is conducted by a superior together with a subordinate, no loss of information which such an employee has occurs, on the contrary, room is created for an immediate discussion of interview participants and for searching for possible solutions to a determined problem, respectively possibilities of performance improvement at the given position. It is adequate to combine such an interview with the questionnaire method. It is desirable in such a case that the employee working at the analysed position as well as their direct superior fill in a job analysis questionnaire in advance, while both of them have room to consider individual answers, or indicate facts desirable to discuss during the interview. In case such an interview is held regularly once, respectively twice a year, it is adequate to connect it with a motivational interviewing, respectively career interviewing, as information obtained from job analysis can be immediately used to create the plan of education and career progression, or to interconnect them with the evaluation and subsequent remuneration of employees.

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## 5. Conclusion

Employees represent a priority source of effective activity and prosperity of an organisation. However, this statement cannot be understood in general. Its validity is derived from how employees are prepared for their tasks and what conditions are created to fulfil them.

In this paper, we wanted to point out the baseline problematic spheres deserving the attention of experts due to their significance, and to a certain extent enabling a confrontation of the existing development in human resources management in organisations in Slovakia and knowledge on modern tendencies in the given sphere in the world.

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