

MANAGING HUMAN RESOURCES IN A PUBLIC INSTITUTION – CASE STUDY

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Abstract: In the article one took an attempt to evaluate management of human resources in Częstochowa District Office. In order to analyse this issue properly, the author conducted a survey among the District Office workers. The results presented in the following article show that human resources in the office are managed more effectively and efficiently.

Key words: management, management of human resources, public administration

Introduction

Management of human resources is an incredible important element in not only in running a business activity, but also in public administration. In the previous years, one could notice great increase of perception of people as the most valuable factor in the organization. People are the impellent of every organisation and skilfull management of human resources results in more effective job performance by the employee.

A man, thanks to his skills, abilities and experience causes better operation of the organization, its development and prosperity. The article aims at analysis and evaluation of the human resources management in the Częstochowa District Office. Another aim is to investigate the engagement of the Office in the training, employee's motivation rise, evaluation of employee's performance, and the influence of the organizational culture on the system of human resources management.

In order to derive right and fair conclusions on the management of human resources in the Częstochowa District Office, the author used information obtained on the basis of use of the investigative tools, such as a survey and a document analysis.

The notion of human resources management

According to Griffin R.W. management is a set of activities including planning and decision taking, organising, leadership i.e. people directing, and controlling applied to resources of the organization (human, financial, material and informational) and reaching the goals of the organization in an easy, efficient and effective way. [1]

Steinmann H., and Schreyogg G. emphasise that management is a set of leading tasks, that must be realized during activities in the systems based of work division. Those tasks often show some recurrent dilemmas, which should be settled at every management level. [2]

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Another authors are of the opinion that management applied mostly to people. It applies to cooperation of many people, mainly it helps to reduce the weaknesses and use maximally the abilities, talents, skills, predisposition and strengths of the participant. [3]

Human resource management is a new approach to personnel management, seeing people as the basic organization resource. Important aspects are: efficient communication with employees, involving employees in solving current problems of an organization, caring for their identification with organization and rising loyalty towards the company. The strategical attitude connected to obtaining, motivating and leading the employees is an important one. [4]

According to Poczowski A., management of human resources is a set management plan within the personal function of companies, where human resources are seen as element of the company's assets and the source of competitiveness, strategic integration of personal issues with the business ones, active activity of linear management board in solving the personal issues and formation of the organizational culture, integration of personal processes and establishing employees's involvement as a tool of goal achievement. [4]

Planning human resources is a proces that characterises the level of HR demands necessary for formulation and of the human resource managment strategy. One takes into consideration the current and present demands towards the employees accordingly to the applied strategy in this process. One creates programmes dealing with the process of employee's possession, their involvement in job and their resignation. [5]

Recruitment is a process of driving the attention and absorbtion of employees possessing necessary qualification for a given vacancy. Chosen employee, i.e. the selected ones, will be presented with a job opportunity. [6]

Selection deals with choosing a proper employee to a given job position. The choice is made on the basis of information obtained on the candidates. The person in order to be an employee, should fulfil the conditions set by a company, thus be the most appropriate. [7]

Introduction to the job allows the employee to familiarise himself with the new job environment. It aims at the best adaptation to the given organisational culture. Mostly, these are three types of information: the general ones on the daily job routine; review of the company's history, how it operates, what it offers, in what way the job of an employee influences the fulfilment of the whole organisation needs; detailed description of the company's policy, job rules and social benefits that are vested to the employees. [8]

The training programmes are set to maintain or improve the productivity at a currently held position, while improvement programmes seek to development of skills required for future task realisation. They may be helpful not only to managers but also to employees of lower levels. The training process consists of three stages: setting the training needs, choice of the training method, realisation of the training plan and its evaluation. [8]

The system of employee's evaluation is a formal method of periodical verification of work and participation. The evaluation usually covers qualitative and quantitative aspects of organisational functioning of particular people and it states whether, and in what degree the employee is a right one for a given job position. This system is related to the payment system. [7] Proper and made-on-time evaluation may cause early slowdown of the negative outcomes resulting from employment of not right people in the organisation. [3]

Motivating is strictly related to the knowledge of the employee's competence, how he performs his duties, and knowledge of his future expectations. Motivation is based on creation of a person by strengthening, informing, and enrichment of his knowledge. It is a process that may be characterised by two adjectives: aware and purposeful. [9]

Characteristics of human resources in Częstochowa District Office

In the District Office there one will not find the technique of human resource planning, when a vacancy appears due to resignation, death or a disease of an employee, the District Office announces a contest for the job position. It relies on the organisation, development and property management department.

Recruitment takes place on the basis of a contest. The announcement on recruitment is published in BIP for a given position. Proper committee is called, and conducts an interview in order to find the best candidate. The information on the candidate who scored best with a short explanation is also published in BIP.

Introduction of an employee to the District Office mostly is a familiarisation with the district's statute, organisational rules of the District Office, undergoing the health and safety training, and sending the new employee to undergo medical examination for the ability to work. The head of the department, where an employee will work familiarises him with the job environment and passes the duties on him.

The District Office does the trainings among its employees away from the job place. It makes use of the companies that send their offers on various training types. They take place after or during the working hours – the employees are delegated than to the training. The trainings are in the form of seminars, conferences, congresses, symposiums, training workshops. In 2010 85 employees took part in paid trainings, and 53 in the free ones. Every department is faced with a different training issues. Here are some examples of the training themes: changes of VAT tax in 2010/2011, novelisation of the act on real estate management, organisation of the office of community and county, legal issues of development of shared land areas, management control in the public units in the light of the new rules of the act on public finance, practical course of the sign language for a local government unit, the 20th Jurassic Symposium entitled – a man and the nature of the Crocow-Wieluń upland.

The evaluation of the employees in the District Office takes place once for two years and it is applied to all of the district's employees. The staff that conducts the

periodical qualification evaluation are: the foreman or an authorised vice-foreman, full-time member of the District Office Management Board, secretary of the District Office, treasurer or heads of the departments. The subordinates are evaluated accordingly to the six compulsory criteria and from three to five free-choice criteria, what is more, the superior may decide on application of an additional criterium not included in the list. The compulsory criteria are the following: conscientiousness, efficiency, fairness, the ability to apply right regulations, planning and job organisation, ethical stance. The criteria to be chosen from are the following: expertise knowledge, ability to operate the technical equipment, knowledge of the foreign language, focus on one's own development, verbal communication, written communication, sheer communication, positive attitude towards the citizens, ability to work in team, ability to negotiate, information management, resource management, HR management, quality management of realised tasks, management of the introduced changes, focus on the work results, taking decision, coping in stressful situations, independence, creativity, strategic thinking, analytical abilities.

If the employee receives a negative mark, he has to undergo the evaluation once again, but no sooner than after 3 months since the first evaluation and it takes place exactly as it was done for the first qualification evaluation. In case the employee receives the negative mark again, his employment is terminated.

The motivation system in the District Office is strictly related to the evaluation and payment systems. The payment is inseparably correlated to the results achieved by the employee, such a motivation attitude is the payment, whereas the result of employee's evaluation is inter alia resultant of his motivation to work. The District Office as a motivating factors applies: i.e. various trainings in order to rise qualifications and skills of employees; the heads of departments at the end of the year, if the budget allows, divides sums of money among its subordinates accordingly to the level of engagement of particular employees; possibility to get promotion; praise and distinction system, acknowledgements, scope of attention directed to the subordinates. All of the above elements influence the carrier path of the individual employee.

Evaluation of the human resource management in the Częstochowa District Office in the light of study conducted

In order to evaluate the management of human resource in the Częstochowa District Office the author applied the analysis of the documents and conducted a survey (12 close questions) among 100 employee of the Office.

The results of the study conducted in the District Office, showed that 74% surveyed respondents answered yes to the question whether they took part in trainings organised by the Częstochowa District Office, and 24% of them said "no". The results show that the District Office puts a lot of attention to proper training of employees in the disciplines they work. The Institution is also aware that trainings rise motivation of employees, develop their knowledge and skills,

and it want to keep the employees at work and motivated at a proper level, must organise trainings.

The survey presents that 36% of respondents is of the opinion that training programmes offer great development possibility, where 13% of them nevatively answered to the question, and 25% did respond neutrally, not showing either positive or negative attitude. One can notice that a big group of people possess a need of self-realisation, but there also are people who are not interested in trainings and they only take part in them because they are compulsory, definitely not due to need to develop themselves.

Another question dealt with the evaluation of the trainings that the employees took part in. 15% of them marked them as "very good", 53% as "good", 32% as "average", 0% as "bad", 0% "had no opinion". The trainings conducted in the District Office are at a high level, due to the fact that there were no low opinions. People, who anwered that trainings were average, might not like the issues discussed themselves, or they were not useful enough for them.

A big group of respondents i.e. 62% is of the opinion that a regular evaluation of employees is necessary, whereas 23% thinks that it is redundant, 15% of people answered that they "do not know". The vast majority of employees is highly aware that a control is a necessary one not only for the institution but also for them. Perhaps, the negative answers come from employees' dread of disclosure of the flaws of their work and that it will have a negative influence on their employment like reprimands, dismissals, degradations of positions.

The question concerning the influence of the employee's evaluation on performance of their work at the District Office, was answered by 45% as „an evaluation having motivational aspects”, by 46% as „having a neutral attitude toward the evaluation”, whereas 9% of the surveyed sad that it "had not any motivational influence on them". The surveyed appreciate the possibility of positive future development that the evaluation may have on their career in the District Office. The neutrality may result from lack of the need to improve the quality of the work performance, lack of will to obtain a payment bonus, payment rise, promotion, the superordinate's recognition.

Another question asked the surveyed to state whether they feel fairly evaluated. The District Office evaluates its employees fairly and properly, because 46% of the surveyed ticked "rather yes", and 20% said "yes". One can see that great attention is given by the institution to do the evaluation properly so as to not conduct it in any unjust way, that could harm an employee. Negative answers were stated by the respondents very rarely and only due to their not agreeing with the evaluation results. As far back as 22% people showed no opinion on this issue. Perhaps, they did not want to state determined answers, or they are indifferent to such an evaluation.

One of the questions concerned the payment, i.e. whether is it the most important motivator at work. The vast majority of 60% answered that "it rather is" and 28% "definitely it is". It results mostly from the state of the economy of our country.

People want to provide a good life to their families, leave at certain level, and it is related to being paid with a certain amount of money. Very few cases stated that payment is not so important. Probably, these surveyed people put more attention to their development and self-realisation at work.

The following question posed to the surveyed was „what would increase your work motivation?”. 22% of surveyed answered that it would be promotion, 36% that a payment bonus, 10% of them was of the opinion that better working condition would motivate them more to work better, for 10% of surveyed such a motivator would be the superordinate’s recognition, for 2% trainings, 6% was for clear working rules –its control and evaluation, 1% for good communication, 13% for stabilization and a job security. One can notice that the surveyed put great attention to money, because promotion and payment bonus are related to the payment rise. Comfort of the job performed and recognition of the superordinates are also very important for the surveyed. Stabilisation and a job security are related to the feeling of security what is important for the employees and it influences their satisfaction. Perhaps, they would like to earn less, but have the sense of job security at the time of high unemployment in Poland.

The conducted study showed that 38% of the respondents think that the District Office engages itself in a moderate way at motivational actions, 32% is of the opinion that the District’s engagement is a minimal one, 18% has not noticed any motivational initiatives showed by the Office, 5% has seen great engagement, and 7% significant involvement. In this regard, the District Office does not appear right, perhaps it may not be its priority and does not put too much attention to this issue. There are not any motivational activities showed.

One of the questions concerned the influence of the organisational culture on functioning of the District Office. One out of five respondents said that the organizational culture has a great impact on the functioning of the institution, and more than a half of them thinks that it has big influence. The surveyed employees were fully aware that in case of not existence of the organizational culture, it would have been very hard to work at District Office. The organizational unit would have problems with its functioning. The fact that small number of surveyed negatively answered this question, made the author positively surprised. Out of 100 surveyed employees, 13% answered that it has no influence at functioning of the District Office, as they do not see any relation between those phenomena, what in my opinion is alarming due to the fact that nowadays it is a very important institutional factor.

The following question presented the surveyed with a choice of the term that characterizes best the communication system at the District Office. 25% of them answered that there is a clear and easy communication system within the whole institution, 36% believes that clear and easy communication system can be found within the organization units, whereas for 39% of the surveyed people there is no clear and easy communication system. The answers to the above question are divided more or less equally as far as percentages are concerned. It may be

dependent on the relations between the employees of the Częstochowa District Office, i.e. whether they are familiar or not.

The last question was „Is there, in your opinion, a positive atmosphere being established in the institution that fosters work?” 45% of people said that there “rather is”, thus one can see that the District Office and the employees itself strive to have a positive atmosphere accompanying their work, as it fosters effectiveness and efficiency of the realized job duties. The alarming fact is that 37% of the employees is not even aware whether there is any atmosphere established that would foster the work. Possibly, they may not even notice it and put to attention to the atmosphere at work. They are not sensitive to such a phenomena. 2% of the employees said “definitely yes” to the question, 9% answered “rather not” and 7% ticked “definitely not” The negative opinions may indicate that not everyone notice such a phenomena taking place in the institution.

Summary

The results of the conducted study showed that the Częstochowa District Office put great attention to the training system as to suit it accordingly to the employee’s needs. The institutions attempts to have all of its employees taking part in the trainings. A big number of the surveyed employees see a great influence of the trainings on their development. On the basis of the survey results one can notice that the District Office strives for adjustment of every training to the area where employees work.

Choice of the trainings topic and the attitude of the employees towards the trainings, leads to obtaining satisfaction out of the training. The conducted study showed that the system of employee’s evaluation at Częstochowa District Office is structured rightly and the evaluation procedure is realized effectively and efficiently. The employees see the benefits coming from the regular evaluation. This evaluation mostly influences them in a good way, i.e. motivating them to work better. Thanks to this fact, the institution can function better and the applicants will be satisfied with the service received. The surveyed employees put a lot of attention to the payment received for their work. The payment bonus and promotion would motivate them to perform their work more effectively. One must emphasize that stabilization and job security, together with the superordinate’s recognition and better working conditions are very important for the employees. Satisfaction out of the job performed is derived from the good payment, positive atmosphere at the institution, job security. It turned out the District Office does not apply enough initiative to encourage the employees to perform better thei job. The organizational culture is inseparably related to the human resource management and has a great impact on functioning of the Częstochowa District Office. The communication system at the District Office requires improvement at some of the areas. The institution strives for pleasant atmosphere at work that would foster fulfillment of the duties by the employees, who appreciate those efforts.

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**ZARZĄDZANIE ZASOBAMI LUDZKIMI W INSTYTUCJI PUBLICZNEJ-
STUDIUM PRZYPADKU**

Streszczenie: W artykule podjęto próbę oceny zarządzania zasobami ludzkimi w Starostwie Powiatowym w Częstochowie. Do analizy tej tematyki posłużono się ankietą przeprowadzoną wśród pracowników urzędu. W niniejszym artykule przedstawione wnioski świadczą o coraz efektywniejszym, sprawniejszym zarządzaniu zasobami ludzkimi przez urząd.

Słowa kluczowe: zarządzanie, zarządzanie zasobami ludzkimi, administracja publiczna

人力資源管理在公共機構 - 案例研究

摘要：文章人採取以評估人力資源管理琴斯托霍瓦民政事務處的一種嘗試。為了正確地分析這個問題，筆者進行之中民政事務處工作人員進行了調查。在下面的文章顯示，在辦公室的人力資源更有效的管理呈現的結果。

關鍵詞：管理，人力資源管理，公共管理。