

## MANAGEMENT OF MANUFACTURING RESOURCES IN AN ENTERPRISE ON THE EXAMPLE OF HUMAN RESOURCES

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### ABSTRACT

Human resources constitute a group of individuals that make up a company's employees. Human resources together with skills, knowledge, abilities and predispositions create human capital. Today, managing human resources is conditioned by many factors of economic, social, ecological-legal and technical-organizational nature. The aim of the article is to present the results of research on important determinants of professional work, and to identify factors of professional work that both positively and negatively affect the quality of life of employees. The article looks for the answer to the question: What values are important for an employee? Is the realization of dreams, job promotion, prestige and recognition important? The results of empirical research indicate the possibility of using mentoring and tutoring in human resource management. The authors begin the article by analysing literature and theoretical frameworks, ending with results and conclusions.

**Key words:** human resources, human resource management, mentoring, tutoring

**JEL codes:** M54, J24, J54

### INTRODUCTION

Each service rendered, product manufactured, information provided, and action performed arises thanks to a person and their work carried out for the benefit of an economic entity. An enterprise does not exist only to provide people with work, but also to generate profit by using specific production resources, including human resources. Human resources constitute a group of individuals that make up a company's employees. Human resources together with skills, knowledge, abilities and predispositions create human capital. Human capital affects social well-being, individual earnings of employees, efficiency and effectiveness of entrepreneurs, as well as the amount of added value generated by the national economy. Human resources

comprise employees, people with creative attitudes and qualifications who are permanently connected with the enterprise, and who are able to cooperate [Harasim 2008, Pitt-Catsoupes et al. 2015]. Human resource management as well as effective and efficient use of the potential of employees is most often oriented towards: shaping the internal labour market, affecting human resources, rewarding effective work, and new management [Amstrong 2010, Wyrzykowska 2013]. The strength of a modern enterprise in the 21st century is determined by its ability to adapt to changes in the labour market, where cultural and generational diversity, aspirations of the young generation and individuality of human resources are increasingly noticeable.

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## THEORETICAL FRAMEWORK

Employees are a company's most valuable asset. It is people with their knowledge and skills, professional experience, aspirations, motivations and attitudes that constitute the basis for ties, relations and relationships, level of trust, personal culture, norms and values. Human resources are the company's assets that are capable of generating specific values, and creating intellectual, social and emotional capital. People want to learn, are confident, clearly define the conditions and expectations of the employer, want to do what they are interested in and want to receive higher than average salary. They expect flexible working hours, value autonomy and independence, are great at using new technologies, and use access to diverse information. Such human resources should be managed with the use of modern instruments.

Human resource management is a method of attracting and retaining employees who are needed by organizations to conduct business [Pocztowski 2013]. It includes planning, recruitment, selection and integration of employees, interim evaluations, control, remuneration, motivating activities, training and termination of employment contracts [Harasim 2008, Drucker 2011]. Human resource management includes partnership relations between management, the board of directors and employees, preparing them for independent operation by raising their qualifications, shaping a new style of work based on transferring responsibility to them and ensuring participation in decision making. Enterprises that are able to develop their skills thanks to the talents of their managers and the involvement of well-prepared and motivated employees achieve high growth rates [Wyrzykowska 2013]. Human resource management is based on such assumptions as [Ludwiczynski 2000]: (1) Formulation of goals and tasks improving work; (2) Construction and implementation of a system of productive cooperation within the enterprise; (3) Modernization of information and incentive systems, including non-payroll; (4) Education and learning within the organization.

More on issues of human resources and human resource management can be found in the works of: Schultz [1976], Tissen et al. [1998], Torrington et al. [2004], Kędzior and Wójcik-Jurkiewicz [2008], Stor

[2010], Wójcik-Jurkiewicz [2011], Gadomska-Lila [2013], Sidor-Rządkowska [2018].

## RESEARCH MATERIAL AND METHODOLOGY

The aim of the article is to present the research results on the determinants of professional work important for human resources and to identify factors that affect both positively and negatively the quality of life of employees. The article looks for the answer to the question: What values are important for an employee? Is the realization of dreams, job promotion, prestige and recognition important? The thesis of the study is: "Modern human resource management in an enterprise requires the use of effective methods such as mentoring and tutoring". By implementing the aim of the work formulated in this way, a review of the literature and the results of previously conducted research were carried out as an introduction to study. The article is based on data from the Statistics Poland (Główny Urząd Statystyczny) [GUS 2017]. The research process also included a questionnaire interview (standardized) conducted with managers who manage medium-sized enterprises located in Zachodniopomorskie Voivodeship. Thirty interviews were conducted among the representatives of business practice who were selected among post-graduate students conducted at the University of Szczecin and from among part-time students. The theoretically and empirically oriented article largely contains the authors' own research, reflections and opinions.

## RESULTS AND DISCUSSION

Managing manufacturing resources, primarily human resources, is the subject of numerous critical comments and analyses. These comments apply to both theory and practice. The results of secondary research allow for distinguishing those factors listed as the most important in professional work, as shown in Table 1.

The most important factors in professional work include: lack of tensions and stress, job matching the skills, personal development and high independence. For women and men, good working conditions and the atmosphere at work are the most important. Job matching the skills is more important for men than

**Table 1.** Factors listed as the most important in professional work by sex, voivodeship, education level, social-vocational status in 2013 and 2015

Specification	No tensions and stress		Job matching the skills		Personal development		Independence	
	%							
	2013	2015	2013	2015	2013	2015	2013	2015
<b>Sex</b>								
Males	52.3	57.8	28.1	29.0	20.8	22.4	23.7	24.0
Females	54.8	61.7	26.9	27.1	24.7	25.8	18.0	18.7
<b>Voivodeship</b>								
Lubelskie	51.2	56.6	34.0	30.1	21.8	26.3	24.1	20.2
Podkarpackie	52.3	62.8	27.0	34.0	21.2	17.2	16.4	18.5
Podlaskie	50.7	58.0	31.7	29.5	16.1	24.5	21.5	19.8
Lubuskie	54.8	66.6	27.5	34.2	24.7	25.7	22.3	20.9
Wielkopolskie	57.4	67.2	29.0	26.0	21.2	22.7	19.0	20.7
Zachodniopomorskie	57.9	57.2	30.6	32.1	22.2	22.7	23.7	21.2
<b>Level of education</b>								
Tertiary and post-secondary	47.6	53.5	31.1	30.2	37.4	38.6	24.9	24.5
Secondary	57.1	63.9	25.1	26.1	20.1	19.6	20.1	21.7
Lower secondary and basic vocational	57.0	62.9	26.9	28.0	10.9	12.1	18.3	18.2
Primary and below	49.0	58.5	24.1	26.6	7.0	9.6	19.0	18.4
<b>Social-vocational status</b>								
Public sector employees	56.7	60.3	31.7	29.6	26.6	29.7	18.3	19.8
Private sector employees	56.6	61.6	24.6	26.0	24.2	24.00	17.6	16.7
Private entrepreneurs without farmers	45.1	54.2	28.9	33.1	22.7	24.7	41.6	44.6
Farmers	40.1	53.8	28.7	29.9	8.8	12.0	28.2	31.1

Source: GUS [2017].

for women. This factor is important mainly for employees in Podkarpackie Voivodeship (2015), and is less important for employees from Wielkopolskie Voivodeship. Also for these respondents, the most important factor in professional work is the lack of tensions and stress (especially for people with secondary education, employed in the private sector – 2015). The possibility of personal development is a more important determinant for women than for men, who in turn prefer more independence at work. The possibility of personal development is of key importance

for employees in Lubelskie Voivodeship (2015), especially in the group of employees with tertiary and secondary education employed in the public sector. On average, 20% of respondents living in selected regions indicate high independence as the most important factor in professional work. This category is important for private entrepreneurs with tertiary and secondary education.

Table 2 presents the most important professional factors that have a positive impact on the quality of life of employees.

**Table 2.** People who positively assess the impact of work on the quality of life by sex, voivodeship, education level, social-vocational status in 2013 and 2015

Specification	Job promotion in the previous year		Getting new skills in order to have higher salary		Take better paid or extra job		Starting own business in the previous year	
	%							
	2013	2015	2013	2015	2013	2015	2013	2015
Sex								
Males	6.3	6.2	13.7	13.4	9.9	11.0	2.4	2.1
Females	6.1	6.3	12.1	11.6	7.7	8.4	0.9	1.0
Voivodeship								
Lubelskie	7.1	6.0	14.3	10.6	8.2	9.1	1.4	1.4
Podkarpackie	2.8	7.2	13.4	10.0	7.8	8.5	0.7	0.9
Podlaskie	8.7	4.2	10.3	9.5	8.9	8.9	2.3	1.6
Lubuskie	10.3	6.4	12.1	13.6	12.2	14.7	1.7	2.9
Wielkopolskie	5.1	5.4	11.1	10.4	8.0	10.0	2.0	0.7
Zachodniopomorskie	8.3	3.7	12.7	12.1	10.2	10.5	1.2	2.1
Level of education								
Tertiary and post-secondary	10.1	10.2	27.2	25.3	15.3	15.2	2.7	2.9
Secondary	5.2	5.3	13.2	12.8	8.7	10.0	1.7	1.5
Lower secondary and basic vocational	2.9	2.3	6.5	5.7	6.5	7.3	1.2	0.8
Primary and below	1.9	1.6	1.8	1.5	2.6	3.2	0.6	0.5
Social-vocational status								
Public sector employees	7.7	7.0	23.7	24.0	12.4	13.1	0.8	0.7
Private sector employees	6.5	6.7	19.6	18.2	16.0	17.5	1.2	1.3
Private entrepreneurs without farmers	6.0	4.7	20.1	21.5	14.3	16.7	20.1	17.1
Farmers	0.2	0.6	4.3	2.6	4.2	3.9	1.6	1.1

Source: GUS [2017].

Both men and women gained new qualifications in order to receive higher salary. The best result was recorded: by voivodeships – among employees who work in Zachodniopomorskie Voivodeship; by educational level – among employees with tertiary and secondary education; by social-vocational status – among public sector employees and among private entrepreneurs (2015). Undertaking better paid or additional work by men was another factor determining the higher quality of life of employees. This factor is particularly impor-

tant for employees employed in Lubuskie Voivodeship who have tertiary and secondary education. The highest ratings are recorded among those employed in the private sector and among private entrepreneurs. Table 3 presents the results of studies on the negative assessment of the impact of work on quality of life.

On average, 20% of respondents cannot find a job after finishing school, with the number reaching as much as 48.4% in Podkarpackie Voivodeship (2015). Work has a negative impact on the quality of life when

**Table 3.** People who negatively assess the impact of work on the quality of life by sex, voivodeship, education level, social-vocational status in 2013 and 2015

Specification	Inability to find a job after completing school in the previous year		Not getting a promotion at work in the previous year		Transfer to a worse position in the previous year		Serious problems with the boss in the previous year	
	%							
	2013	2015	2013	2015	2013	2015	2013	2015
<b>Sex</b>								
Males	22.5	18.0	7.3	6.3	2.7	1.8	6.0	5.0
Females	22.5	20.7	5.8	5.6	2.3	2.1	4.5	5.0
<b>Voivodeship</b>								
Lubelskie	28.4	29.0	7.0	4.8	2.0	2.1	3.2	3.8
Podkarpackie	32.8	48.4	7.4	7.2	2.8	1.1	5.0	4.2
Podlaskie	16.3	21.7	8.7	16.4	1.5	1.5	7.0	5.6
Lubuskie	23.8	7.7	5.4	5.4	1.9	2.1	4.3	4.5
Wielkopolskie	25.0	13.5	5.0	3.1	2.6	1.8	4.7	2.8
Zachodniopomorskie	16.2	16.0	5.6	5.3	1.3	4.1	3.6	4.8
<b>Level of education</b>								
Tertiary and post-secondary	23.0	15.9	8.7	7.1	3.1	1.5	6.5	6.1
Secondary	25.4	23.7	6.1	6.1	2.2	2.0	5.5	5.2
Lower secondary and basic vocational	22.0	17.6	4.7	4.8	2.1	2.3	3.7	3.4
Primary and below	26.7	24.4	3.9	1.9	2.5	1.6	4.0	2.8
<b>Social-vocational status</b>								
Public sector employees	9.2	8.1	7.7	6.7	2.3	2.0	4.5	5.1
Private sector employees	13.4	13.8	6.4	6.3	2.5	1.8	5.5	4.6
Private entrepreneurs without farmers	13.4	9.1	2.7	3.7	2.0	2.0	6.1	6.3
Farmers	13.4	14.7	1.7	1.4	0.3	1.0	0.6	1.2

Source: GUS [2017].

an employee does not receive job promotion, which is usually pointed out by male employees mainly in Podlaskie Voivodeship. This factor is particularly important for public sector employees, less so for employees in the private sector. The respondents believe that the quality of their lives is negatively affected by a transfer to a worse job position, with about 2.5% of respondents sharing this view. This factor is of particular importance for employees employed in Zachodnio-

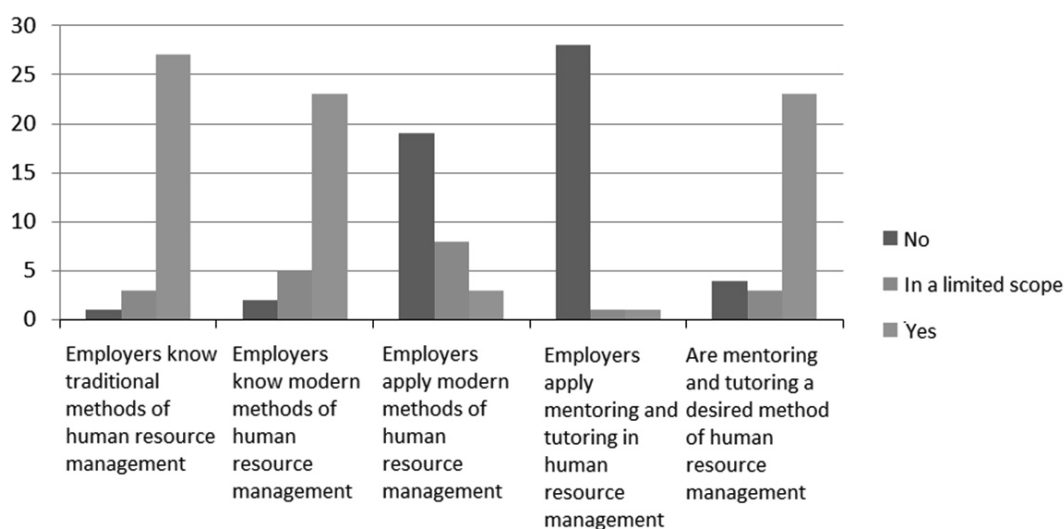
pomorskie Voivodeship (4.1% in 2015) who graduated from junior high school or have basic vocational education. Transfer to a worse position, being considered a negative factor of work, shows a decreasing tendency for two comparable years, with the situation looking different in comparison to other sectors only in the group of farmers. Serious problems with the superior at work are another determinant of the negative assessment of the impact of work on the quality of life of



employees. For 5% of men and women in the study group, this element is important. It is most often indicated by respondents with tertiary and post-secondary education employed in the group of private entrepreneurs in Podlaskie Voivodeship.

Agreeing with the thesis that modern human resource management in an enterprise requires the use of effective management methods such as mentoring and tutoring, the respondents were asked to express their opinions on known and used human resource management methods (the figure).

The respondents know traditional and modern methods of human resource management. Not all respondents participating in the survey use modern management methods. Mentoring and tutoring are rarely used by the respondents, as according to the authors, a stable and sustainable development of the organization is significantly impacted by each person, who in turn should be properly managed. The respondents were asked what management style they prefer and what particular elements of these styles are known to them, or used by them to manage human resources (Table 4).



**Fig.** Opinion of respondents on known and used traditional and modern methods of human resource management

Source: Authors' own study based on the results of research.

**Table 4.** Management style in the respondents' opinion

Management style	Stages of the management process	Frequency of use			
		often	very rarely	rarely	never
Interactive	support		x		
	partnership / teamwork		x		
	responsibility centres / delegation of powers			x	
	participation			x	
Non-interactive	work consultations	x			
	open authoritarian / democratic style	x			
	closed authoritarian style	x			

Source: Authors' own study based on the results of research.



In the respondents' opinions, the interactive style which employs modern management methods, is still used very rarely or rarely for human resource management, while employers still mainly use known, traditional human resource management methods offered by the non-interactive style<sup>1</sup>.

According to the authors, an enterprise needs a style of human resource management where employees have high intellectual sovereignty, are independent, well-informed and motivated, have the opportunity to interact and co-decide, derive personal satisfaction from their achievements and the achievements of the enterprise with which they identify. The most important elements of human resources are "skills, knowledge, abilities, attitudes and health" [Król and Ludwiczynski, 2006, p. 54]. It can therefore be seen that the idea of resources is to "treat every employee as a source of potential opportunities and benefits, as well as material and non-material profits. (...) However, a person should be situated in a place where their individual possibilities meet with a unique opportunity to do something special. It provides a picture of an optimistic vision based on the conviction that work is a place where human success meets the success of the world".

Today, professionalization of personnel activities is one of the most important principles of company and people management. People are a special resource that gives the company a unique character and makes it stand out, which is why it is necessary to properly use and manage the potential of human resources. It should be remembered that human resources are characterized by creativity, flexibility in action and emotional potential, which can be managed using the ladder of the employee management process (Table 5).

The ladder of the employee management process presents two management styles, the first one being a classic, historic, non-interactive style, where the authoritarian style of human resource management prevails and the democratic style is characterized only by providing information to employees, as well as limited consultations with middle management, while minimizing the decision-making factor of human resources, their creativity, ingenuity and freedom of choice or ex-

pression. The other style of human resource management is a component of modern concepts, methods and control instruments. Human resources are important to the employer to the extent that it becomes one of the key stakeholders of the enterprise by co-deciding and participating in creating its value and generating profit. The key role in the interactive style of human resource management is the concept of mentoring and tutoring as necessary elements of modern management.

Mentoring is based on taking care of the employee during development of their competences and implementation of the professional path. It takes place over a long time (1–3 years). It is the employee's relationship with a person who has much greater experience and knowledge and who supports the development of a worker with less experience and years of service. A mentor can be an employee with a high position in the organizational hierarchy who knows the scope of their colleagues' work well. It is believed that the essence of mentoring is "the art of supporting people who want to transform dreams into goals and make an effort to achieve them" [Megginson et al. 2008, Woźniak 2012, Sidor-Rządkowska 2014]. Mentoring is an investment in development, which is now becoming a recognized method of supporting the development of individuals and enterprises.

Tutoring is more than just passing on and verifying employee knowledge or skills. It is teaching independent thinking, making opinions and judgments based on knowledge and factual arguments; it is discussions and experiencing professional dialogue. Tutoring is based on a close relationship between a person, a tutor (employer) and a dependent (employee or team of employees). It is a personalized and holistic approach, which takes into account that each person (employee) is different. Tutoring is about discovering talents and developing the skills of independent thinking and creating value [Malm 2008, Budzyński et al. 2009, Kaczmarek 2013]. Professional tutoring is characterized by the employee's confidence in which direction they want to go. The employee knows perfectly well what professional field arouses their interests and will allow their further development. This type of tutoring forces

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<sup>1</sup> Due to the small research sample, these results should be treated as pilot studies, which may indicate the direction for further in-depth empirical research in this area. They should not be generalized.

**Table 5.** Ladder of the human resource management process in the enterprise

Management style	interactive	Support	employer provides employees with the necessary support, knowledge, finances, working time, and technology in response to changes proposed by the employee	Change initiator [tutoring]	Role of employee
		Employee partnership / teamwork	employer cooperates with employees, owners, investors and the local community on an equal basis	Associate / Partner [tutoring]	
		Responsibility centres / delegation of powers	employer creates responsibility centres or transfers the power to take specific decisions or implement tasks, strategies (policies) on a delegation basis	Co-decider / Jointly responsible person [mentoring]	
		Participation	employer conducts a discussion on ways and forms of solving dilemmas or problems: discussion participants can independently define problems and suggest various solutions to a given issue	Consultant / Active stakeholder [mentoring]	
		Work consultations	employer consults with middle management (a strictly defined group of people) about the project, investment, problem, task, presenting a predetermined number of acceptable options to choose from in order to make a decision	Consulted employee / Active stakeholder	
	non-interactive	Open authoritarian / democratic style	employer formulates their strategy, internal regulations, management style, other policies in an independent manner; provides information to employees, convincing them to the proposed solutions	Employee as recipient of information / Non-active stakeholder	
	Closed authoritarian style	employer makes all decisions independently and does not try to involve employees in the decision-making; does not inform employees about decisions made	—		

Source: Authors' own elaboration based on: Swianiewicz et al. [2004], Szaja [2018].

the employee to search for their own wisdom, which is obtained by independent, logical thinking, asking questions and searching for answers.

Mentoring and tutoring at the top of the management ladder can be used for modern human resource management, as well as to strengthen competitiveness and human resources. By using these two concepts, the employer gives the employee the opportunity of professional promotion, acquiring new qualifications leading to better earnings, a chance to take on an additional job, but above all reduces tension and stress at work by creating a friendly atmosphere.

The ladder of the human resource management process in the company, together with new concepts that can be used in managing people, such as men-

toring and tutoring, is the company's (manager's) response to providing engaged employees with relevant values, such as:

1. Self-realization at work; fulfilment of dreams, passions, interest, challenges, new tasks, diversity, social bonds, respect, freedom of action, creativity, control processes.
2. Possibility of self-development: job promotion, leadership and management opportunities, raising qualifications, skills, competences, learning, improvement, co-creating new values.
3. Recognition: prestige, internal and external recognition, reputation, respect, personal satisfaction.
4. Financial aspect: remuneration and payments related to remuneration.



It is worth emphasizing, given the special role of managers in the process of motivating human resources, that influencing the attitudes and behaviour of people in the enterprise can be implemented not only directly, but also indirectly through their attitude and behaviour. Therefore, the attitude and behaviour of each manager seems crucial in the context of effective impact on employee motivations. Thus, a wise manager who applies modern management methods, such as mentoring and tutoring, achieves more, can gain more, and is better evaluated by employees. A tutor or mentor always remembers that employees are the organization's most important resource.

## CONCLUSIONS

Effective human resource management is part of managing an organization. Today, these activities require cooperation of decision-makers with employees, open and free discussions and joint setting of goals, visions, missions, strategy of the enterprise, as well as means for their implementation, access to information, and partnership. This new human resource management system is an exchange transaction regarding initiative, capabilities, competences, and knowledge for opportunities. An enterprise should offer its employees the opportunity to achieve personal success, for which, in return, employees show initiative in creating value for customers, and thus multiply the enterprise's profit [Wyrzykowska 2013]. The strength of human resources in an enterprise is based on undisclosed abilities and skills, aspirations, dreams, personal deep motivation to work, the need for self-fulfilment and learning, creativity, organizational and logistic skills, readiness to take risks, ethics and a personal sense of responsibility for the success or failure of an employer. The results of the empirical research allowed the identification of important determinants of professional work for employees and codification of factors that affect both positively and negatively the quality of life of employees. Thus, the thesis of the study, "Modern human resource management in an enterprise requires the use of effective methods such as mentoring, tutoring or the ladder of the human resource management process", proved to be true. Although the results of interviews confirmed

their usefulness in human resource management, these methods are not often used by employers.

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## ZARZĄDZANIE ZASOBAMI WYTWÓRCZYMI W PRZEDSIĘBIORSTWIE NA PRZYKŁADZIE ZASOBÓW LUDZKICH

### STRESZCZENIE

Zasoby ludzkie to zbiór jednostek, które składają się na pracowników przedsiębiorstwa. Wraz z umiejętnościami, wiedzą, ze zdolnościami oraz z predyspozycjami tworzą one kapitał ludzki. Zarządzanie zasobami ludzkimi uwarunkowane jest współcześnie wieloma czynnikami o ekonomicznym, społecznym, ekologicznym, prawnym i techniczno-organizacyjnym charakterze. Celem artykułu jest prezentacja wyników badań dotyczących ważnych determinant pracy zawodowej, wskazanie czynników pracy zawodowej, które wpływają zarówno pozytywnie, jak i negatywnie na jakość życia pracowników. W artykule poszukuje się odpowiedzi na pytanie, jakie wartości są dla pracownika ważne. Czy znaczenie mają realizacja marzeń, awans stanowiskowy, prestiż i uznanie? Wyniki badań empirycznych wskazują na możliwości zastosowania mentoringu, tutoring w zarządzaniu zasobami ludzkimi.

**Słowa kluczowe:** zasoby ludzkie, zarządzanie zasobami ludzkimi, mentoring, tutoring

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