Chosen aspects of human resources management in the machine enterprise directed to the quality

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Industrial management and organisation

ABSTRACT

Purpose: A new approach to human resources management in the machine enterprise directed to the quality has been presented.

Design/methodology/approach: The possibility to create the procedure of employees estimation by employer and procedure of self-estimation by personnel is connected with developing personnel politics in the enterprise. Assurance that employees should have influence on their own job for the development of quality management and conformity to products requirements have been taken into account.

Findings: At the present time the enterprises should integrate human resources management and quality management, main aims of enterprise and competence for personnel. Such kind of strategy will enable to achieve success for these companies.

Research limitations/implications: Work out of procedure of evaluation the effectiveness of the actions taken by employees is a very important approach in companies. Today the personnel of enterprise should be conscious of importance of their activity and also should be conscious of being a subject to control by management with use of different methods of estimation.

Practical implications: The example of creating and implementing the procedure of employees estimation by employer and procedure of self-estimation by personnel shows possibility of monitoring human resources in enterprise directed to the quality.

Originality/value: Purpose procedures and forms of estimation of employees in Polish companies have been presented. It helps to define potential of human resources, a necessity of increasing amount of training, skills and competence. These procedures and forms are a propose of new strategy of human resources activities of all organizations.

Keywords: Human resources management; Quality management; Competence for personnel; Evaluation the effectiveness of the actions taken by employees and employers

1. Introduction

Functioning of intelligent organizations is one of main assumptions of the economy based on the knowledge and directed to the quality on markets in conditions of changing business environment. For every organizational units human capital is the most valuable resources. A value of this capital is above all knowledge, abilities, of potential psychophysical employees. Additional advantages are their attitude towards the organization, motivation for action and identifying the strategy and the quality politics of the enterprise. It depends on employees and their competence in using chances and remaining resources which the company has and avoiding menaces appearing at business environment. Therefore employing involved and effective employees on individual work-place is a basic condition of effective action of the organization. What goes behind it, one should pay special attention to meaning of the personal function in every enterprise. The personal function at present is called the "human resources management" or "human capital management" and is carried out by special organs, managers of different departments and suitable organizational levels. Way of organising the personal function depends on the size of the organization, its business specification and on the culture of the organization.

So, human capital management is aimed at creating the value by effective creating and using human capital and contributing in this way to increase the competitiveness of the enterprise directed to the quality. The special significance in this context gain process of the organizational learning, associated with the diffusion of knowledge inside the organization, process of the assessment of employees and more and more popular process of the self-assessment of employees.

2. Human resources management in the 20th and the 21st century

Idea of the human resources management does not have unique definition. In literature we can meet with different expressions eg.: personnel politics, personnel policy, managing staff, people management, managing the social potential, managing the staff, human capital management. The human resources management is a function which is carried out in connection with remaining management functions in specific external and internal conditions. The human resources management is a specific concept in the area of the personal function, which human resources are regarded as the source of the competitiveness and components of assets in companies.

Theoretical approach in 1960-2000 years

Human resources are valuable resources of every organization, its strategic factor of development which is liable to a process of continuous improvement. Achievements of the 20th century show, that work on forming of this belief was and is a work from bases - difficult and laborious. At the beginning of the 21st century an effect of such a thinking, was appearance of an interest in the concept of personnel marketing which treats an

ordinary employee of the company as on internal customer. Such an approach was a result of the development of many methods and techniques in the area of managing staffs [1,2].

Lee Iacocca stated, that "in the economic activity of the company what matters most are people, product, profit". Of course both the product and the profit are closely associated with people [1-3].

In years 60 and 70 it is possible to notice great influence on perceiving capital of the human in the enterprise of famous management classic Peter Drucker. Peter Drucker is an author of management by objectivises, so called "management and quality guru", which indicated effective „practice of the management", promoted the "enterprising enterprise", „managerial initiative" and "effective manager". P. Drucker stated, that: "employing the man, he is employed entire, rather than only his hands for the work" [1-3].

More or less in the same time what P. Drucker, W. Ouchi presented the Z theory, being supplementary to the X, Y theory of McGregor. First this theory was directed at Japanese managers who thought that American standards weren't available for implementing from the consideration on Japanese culture and mentality. Introducing Z theory to the world, W. Ouchi assigned it to the American market in the book the "How American Business Can Meet a Japanese Challenge" [4,5]. Proposals Ouchi's read as follows [4,6]:

- lifelong employment,
- mutual confidence between sides of the process of management - the atmosphere of the close cooperation and the climate of the cooperation,
- growth of employees engagement - collectivism - joint taking the decision, broad consultation run by the executive committee in all areas of functioning of the organization, work in the quality circles and work in the task teams,
- the highest quality of living at the work (Quality of Working Life).

On American ground they also formulated known in entire world Herzberg theory, which describes implements of motivation and factors of hygiene in the process of motivating to the work. This theory finds application till today. It is a foundation of "job design" and basic OD (Organization Development) [5].

The development of the management theory, as well as an more and more great interest in forms of effective functioning of the enterprise in 80's let managers review many methods and techniques of managing, affecting the way of directing employees in organizations in practice. These techniques among others include: managing by exceptions, managing by results, managing by motivation, participatory management, total quality management [5,6].

W. Perechuda described 27 different techniques of the contemporary management which found application in practice, however A. Koźmiński claimed, that at the beginning of 80's a "new wave" started in the management. In other words the "new wave" concentrated on analysis of these solutions which were effective in practice [4-7], particularly:

- A return to the belief that outstanding individuals, leaders have paramount meaning in the business. They wield enormous influence on organizations managed by oneself. Whatether applied methods and techniques of managing, "charismatic personality" of outstanding leaders is irreplaceable.

- The role of the team then again became one of factors affecting a success of an organization. Concept of dynamic management the staff was spread in the sphere of the direct management on the linear level so-called: management by wandering and management by animation in autonomous groups. These concepts pay attention to a direct contact with employees of the principal managerial staff and immediate superiors and "having one's finger on the pulse" in the work with the reporting staff. So dynamic managing the staff by the manager requires: stimulating the activity of people, streamlining communicating, the constant presence of the manager at work, creating a family atmosphere, motivating people to tasks, listening to their remarks and opinion, of seeking ambitious persons for which financial benefits and the prestige are provided.

Well-known authors, R. Pascale and A. G. Athos formulated the set of "Seven S.", appearing as determinants of the effective management, among them they specified obviously human resources and management styles with them [5]:
1. Strategy of the organization (Strategy).
2. Structure of the organization (Structure).
3. Systems and subsystems of the organization (Systems).
4. Employees (Staff).
5. Styles of managing people (Styles).
6. Qualifications, managerial talents (Skills).
7. Ethics of the value, norms instilled for people (Super ordinate goals).

At the end of 80's they started paying attention on "soft" factors of the success, amongst which the culture of the organization and ethics [8]. In 90's tendencies in the human resources management developed farther. Model trends of years 90 [2,6,9]:
1. A transformation of already known methods and techniques of managing is an essential trend, constant improving them and their perfect application. Model techniques are:
- Technique of management by conflict. This technique consists in the fact that from the phenomenon of existing conflict in the company it is possible to create the regular tool of the management. It is possible to stimulate coming into existence of conflict to shake the structure of the company or the team of the work and achieve benefits from existing interpersonal disputes.
- Technique of management of tasks or projects. This theory works on the assumption, that "the management should be torn away from the fossilized structure of the organization and be based on sure undertakings". An employee can become a project manager if one selects partners for himself and bears responsibility for the whole of the undertaking. Upon completion of the project he stops being a manager or becomes the boss of the next.
- Technique of Speed Management came into existence on ground of the technique just in time. The necessity of hasten the innovation deepens: speed of action, speed of the service of customers, speed of thinking. Companies which want to stay on the market, must put on this technique. A necessity of the change of the entire personnel politics and recruitment of people who will provide the realization of the task "today idea- tomorrow implementing".

- Technique of OD (Organization Development). An updated version of the technique of OD assumes the constant change of people, of relationships of the work, and consequently of moving the organization to the higher level of functioning. Influence on working teams starts to be preferred. They recall about group techniques of motivating. The influence on working groups as part of OD technology started in two directions: first of them paied attention to the process of the group learning, whereas the second kept an eye on the work performed by the man, especially in team action. Trainings of the sensitivity were transformed in the last years into the following techniques of OD:
  - sessions of the replacement of image - people on the groups forum talk, what they think about themselves, about causes of events, work out the shared plan of reducing disputes; the manager encourages subordinates to self-analysis, to development, to deepening the acquaintance of other group members;
  - forming a team - effectively communicating and self motivating groups are organised;
  - aquarium - meetings of working groups are organised e.g. production with the team of the quality control in the order to exchange images, instructors are managers;
  - meetings of the team devoted to the effectiveness - a pressure on making the group of the higher management more effective in the work.
2. The appearance and the development of new approach to personnel management in the aspect of strategic management of human resources. Statement, that "better to have a good system of the management and a bad product than the good product and the wrong system of the management" contributed to the fact that administering the staff had been replaced with the strategic human resources management. According to such an approach a company director for the people management should:
- participate in drawing the general strategy of the company,
- manage competence and pursue the politics of the promotion of the company,
- apply management by motivation,
- manage the process of the internal and external communication in the organization.
- treat the employee as an element of strategy of the enterprise which identifies with the company.
3. A so-called personal controlling is another trend. It includes the planning and the inspection of effects and costs of the functioning of whole company, as well as company's parts. Essential sources of obtaining the information among others are about recruitment of staffs, remunerating employees, conditions of work. According to above it is possible to state that the personal controlling constitutes the system of so-called preventive warning, which is created on the base of the essential personal information.

Management of human resources in the organization in the 21st century

The practice shows, that the cause of the insufficient effectiveness of action of the personnel management department (PMD) and managerial staff is lack of strategy of human resources or its bad adapting to present conditions. The lack of

this strategy influence inconveniently on image of the PMD in the organization and PMD development. Very modern nomenclature of the PM department or HR (Human Resources) department unfortunately won't be enough, such an approach in the enterprise can only to be regarded as the department of staffs from the end of the eighties of the last century, and consequently to act to the disadvantage of the organizational unit on the market [10]. At present in the organizations based on the knowledge the personal strategy is based on simple, generally known assumptions [11-14]:

- every company has its domestic market, on which employees are functional along with businesses, ambitions, needs or expectations,
- every employee is an internal customer of the company,
- in domestic labour market on one side there is an employer with formalised structure, tasks, conditions of the work and the like, and on the other side a staff of the company offering its services to the employer according to their abilities, qualification, abilities educations,
- the domestic market has a life of its own, with own matters, transferring tasks, roles, posts of internal customers of the company; the employer only gives himself away with one's own customer,
- a permanent exchange transaction exists between tenderers of services; both sides can think, whether the exchange will be equivalent.

The following factors affected the increase in the significance of the personal function [15-17]: higher costs of the work in the modern enterprise, ability of the social potential to generate the innovation, sensitivity of the social potential to the inappropriate treatment, role of the organizational culture in the modern management, emphasizing the importance of human resources in ISO 9001:2008. To sum up management of the social potential is a constant process composed of the following stages (Fig. 1) [1]:

- planning (strategic, tactical, operating),
- the recruitment and selection (cast of workstations, contacts with the labour market and with its organizations),
- evaluation (progress report of employees, evaluation of their development abilities),
- remuneration/reward (motivation of employees),
- development (development of the staff and the social image of the organization).
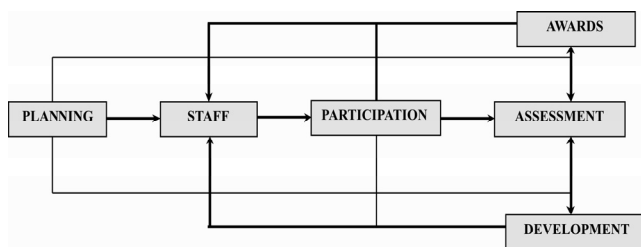

Fig. 1. Elements of the personal system of the organization [1]

The realization of the personal function consists in performing these tasks on different levels of the organization. In the end it contributes to shaping the organizational culture and the care of it, pointing the attention, effort and on the purposes of the organization of the employees. Forming and keeping the organizational culture is a result of effective managing the social potential pro efficiency [18].

Analysing the contemporary approach towards the subject of the personnel management in the organization one should emphasize the influence of personnel programs. Personnel programs prepared in personal marketing in general concern three kinds of issues [10-19]:

1. Of workers' behaviours:
- programs of recruiting people to the work,
- programs of leading (of accustoming people to the work),
- system of workers' evaluations,
- program of effective motivating, of directing,
- program of directing,
- program of conflictual intervention.
2. Of conditions of the work and the salary:
- program of planning human resources for the nearer and more distant future,
- program of remunerating employees (financial and non-financial),
- program of the improvement in conditions of the work,
- program of increasing the safety of the work, ecological.
3. Of value, norms, symbols, ideas established in the company:
- program of building the corporate image,
- program of the development and improving the staff,
- program of ethical proceedings (ethical code).

Thus, introduction of personnel programs for systematic implementing by the personnel department forces the company for professional leading the integrated personnel policy [20]. In the special degree they require the professionalization [20, 21]:

1. Presentation of the company towards outside, internal customers or future employees. In personal marketing an attention is focused on all available styles of presentation of the company outside as well as the inside. The certain number of people is employed for the proper realization of this purpose. They can be workers of a public relations department, the branch of marketing or employee of the professional department of the personnel resources. Most often applied forms of the professional presentation are:
- company guides, bulletins, colour folders, information sheets, information boards,
- the appearance of employees and their behaviour towards customers,
- the appearance and the decor of rooms: of offices, production halls, corridors, waiting room for customers, type of furniture, neatness and the like,
- symbols: passwords, slogans welcoming customers, music, ceremonial, company customs, traditions and the like.
2. Professionalization in recruiting candidates to the work. It consists above all in applying modern methods for choice of employees usually in multistage application procedures. On the local labour market people are usually familiar, which company uses what kind of methods of the recruitment. Newly admitted candidates to the work are often liable to rituals taken on in the company in accordance with guidelines of personal marketing.
3. Stabilizing the staff. Japanese often applying personnel marketing in practice, act according to the thought: "if already managed to find good employees, one should focus its

attention on stopping them as long as possible, offering e.g. the perpetual employment." It is possible to mention the following programs of stabilizing the staff:

- programs of rewarding for the work,
- programs of the development (marking out paths of the career),
- non-pay profit, forms of the bonus (training).

At present many companies enforce ethical codes, publishes own newspapers, defines and introduces stable systems of workers' evaluations. The companies encourages for the active leisure in forms proposed by the company, offers social services. There are companies which sponsor distant expeditions of their employees, learning of foreign languages, finance improving their skills e.g. on in absentia, postgraduate studies [3,20,21].

3. Assessment of employees (employee rating)

Functions, aims and the principles of estimation

The assessment of employees has the task of comparing results achieved by the employee with norms determined for the position occupied by him. If the effectiveness is high, the employee is awarded, if low it can be taken towards him correcting action which will enable him achieving effectiveness in accordance with established norms. The evaluation is an evaluative court which is exploited in the process of management and comes into existence as a result of comparing features, qualifications, conducts or also effects of the work of specific employee with other employees or to the established standard [22]. Two basic types of evaluations are distinguished [22-23]:

- The current assessment is most often made by the immediate superior or the management, this estimation has situational and constant character. The current assessments are conducted as part of operative management, pursuant to needs which report for planning. In the relation what purpose the current evaluation is conducted to, chosen criteria of the evaluation which as a rule aren't formalised are applicable. In this case the evaluation is a reflexive information for subordinates about results of their work. Thanks to permanent remarks of the manager, handed over to the subordinate in the different form, employee, knowing the opinion on its work, can correct it.
- The interim assessment has formalised character and is made every now and then at applying specific principles, tools and procedures which have repeatable character. In organizations of business character the interim evaluation is conducted every half a year or every year, in other types of the organization - in different periods. This evaluation has comprehensive character, embracing overall effects of the work the judged employee, also containing elements of the evaluation of his ability and attitude towards the work. These evaluations can be made by immediate superior; personal manager; subordinates; partners; group of subordinates or partners.

The system of employees assessment is an open system, connected with remaining elements of the human resource management and with the strategy, culture and structure of organization, in which it functions. Effects of conducted assessments exert influence on developing of many processes occurring in the company, so as: programming the development of employees; rationalization of the personnel policy; alteration of the system of the salary; improvement of management system in a company [24-25].

Looking at the process of the assessment of employees from a perspective of the employer, the most important criteria are effectiveness, quality and productivity [24-25].

Well functioning system of employees assessment fulfils two important functions in the enterprise [26]:

- evaluation, which is made up of the following elements as: evaluation of the level of the work, quality, determining the extent of the usefulness on the position occupied by the employee. Based on such estimation results can be used for the division of the salary, or also conducting changes in the structure employments. Additionally these results can be used for an assessment of the system of the recruitment and selection;
- development, which is made up of the following elements the assessment of employee for developmental potential, the knowledge and the skills. Thanks to that the estimation can constitute the source of motivation. It also constitutes very important information enabling to plan the education and the development of the employee. Additionally criteria applied at judging and using the system of evaluations become a very strong factor influencing the organizational culture of the company, norms functioning as part of the organization and principles.

The evaluation of the effectiveness of the work doesn't cover the entire process of the evaluation up (Fig. 2) which usually has wider character and closely is tied together with planning the path of the development of the professional employee. At the beginning aims are established as well as a way and a date of reaching them. At this stage monitoring the accomplishment of the plan and the step and the level of achieving aims is important. Such a temporary control can have a form of the conversation with the superior, of discussion in the team, of self-assessment made by the employee. The interim assessment often leads to correction and the alteration of purposes and plans of achieving them. A final assessment having formalised character is the most important point. Such an evaluation requires gathering many pieces of information from diverse sources e.g. from superior judged employee, business partners, subordinates, often also from outside customers. The evaluation lets not only for establishing standards of the quality and the effectiveness of work, but also to the location of areas, in which they should undergo the improvement. The evaluation is also a chance of defining the potential of personnel resources of the enterprise and constitutes the good chance for discussing with employees plans of their development and paths of the career. From the point of view of the employee the evaluation of his work creates the possibility of determining the his effectiveness, of own training - developmental needs, of conditions which he must fulfil, in order to receive awards expected in the incentive system, including the system of the salary. It can also constitute a point of reference at creating plans concerning the promotion or transferring to a different post. It constitutes a very important element of the self-awareness, i.e. the process of the transformation of information about oneself and relations with surroundings, which supports the regulation and the inspection of experiences and the behaviour. The evaluation

influences at the same time the internal identity, concerning own dreams, desires and the opinion, as well as to the outside self-awareness concerning acting for the community of the company, as well as interpersonal contacts [22,25].
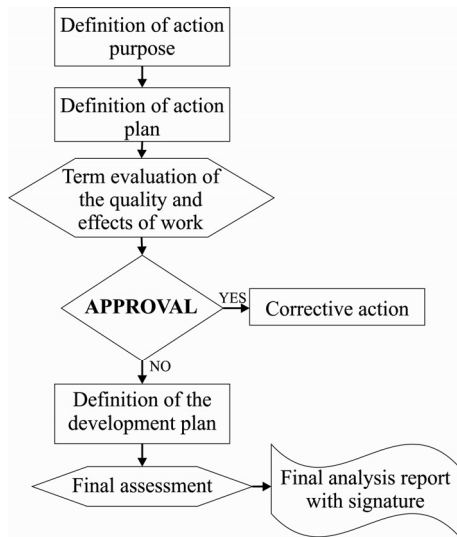

Fig. 2. Process of employee assessment [25]

At present intelligent organizations set to knowledge operate based on the quality, and therefore according to the principle of continuous improvement forms for their employees questionnaire of self-assessments as well as questionnaire of the assessment of managers. Henceforth the point 6.2 standards PN-EN ISO 9001:2008 - is fulfilled: "the organization shall determine the necessary competence for personnel performing work affecting conformity to product requirements (…), maintain appropriate records of education, training, skills and experience" [16,27,28].

Correctly formulated estimation system increases the effectiveness and the transparency of the system of the evaluation in practice. The system of interim assessment should be based on the following principles: appropriatenesses, usefulnesses, universalities, uniformities, complexities, adequacies, constancies and periodicities, continuities, professionalism, division into stages, formalization, confidentiality of detailed conclusions of the evaluation of references [24,29].

The formal evaluation is conducted according to different criteria, therefore can be considered that this estimation is a multicriteria assessment. All practicable criteria of evaluation most often are divided into four groups [29,30]:

1. Formal criteria (qualifying) - these are knowledge, abilities, experience, condition of the health of an employee of a candidate. They are essential to the normal performance of tasks on the given position. The list of qualifying requirements can be much longer, if is supplemented for criteria corresponding to specific qualifying requirements on the specific position.
2. Efficiency criteria - refer to results (effects) of work of the employee or the workers' team. If they concern organizations as the whole, can then be used for the evaluation of principal staff. Results of the work estimate according to efficiency criteria can be expressed in the material and value terms. The most often applied efficiency are the amount, the quality and the prompt completion of the performed work.
3. Behavioural criteria - concern behaviours of employees or workers' teams. Evaluations, in which behavioural criteria are used, consist on comparing behaviour characteristic for employees observed in the process of work with behaviours in the given team and the organization. It is possible to rank among applied behavioural criteria: the care and the regularity in action, the timely performance of tasks, following the work discipline, the availability, the conscientiousness, reliability, the honesty, the tendency to the professional development, the attitude to customers, superiors and friends, the care of the corporate image. Some of these criteria have universal character, while other are essential different essential on a specific job position, at performing the specific organizational role.
4. Personality criteria - concern comparatively constants psychological features for the given employee which condition the constancy of his behaviours and attitudes in the process of the work. Personality criteria applied at the assessment of employees most often concern attitudes, beliefs, motives and needs of the man associated with functioning of the employee in the organization, with his effectiveness from a point of view of requirements of a job position and with specificity of action characteristic of the given organization. Sometimes an intelligence, abilities and a temperament are ranked among personality criteria.

Methods of the assessment of employees

Many methods and techniques of the employee assessment differing in respect of achieved results, strong and weak points, of costs exist in companies. Methods of the assessment of employees enjoy the different interest both on the side of people formulating evaluations systems, as well as practitioners which apply them [10,13,19,28,31,32].

It is possible to divide methods of the employee assessment on absolute and relative methods (Table 1). Absolute methods consist in comparing results achieved by the employee with earlier established standards, while relative methods are characterized by comparing individual employees between oneself [15,28,31-32].

Table 1.
Methods of the assessment of employees [31]

Absolute methods	Descriptive evaluation
	Method of critical events
	Method of the comparison to standards
	Test lists
	Marking scales
	Multiple-choice tests
	Assesment center
	Management by cells
	Method 360 º
Relative methods	Ranking
	Method of comparing in pairs
	Method of the extorted disintegration
	Personal portfolio

Along with choice of the method or the set of methods of assessment suggested in the project of the system of the interim

assessment in the specific organization, a construction of essential tools of evaluation questionnaire forms of the evaluation is connected. Contents and the form of sheets of the evaluation dependent on purposes, principles, criteria and methods earlier determined in the project of the system. A need to build several mark sheets which take into account the specificity of individual evaluations of workers' groups, so as senior staff, employees of the civil service, production workers or the seller in sales companies of usually exists in the organization. This way so sheets of the evaluation can be more or less extended and can contain one or a few parts mutually connected with one another [22].

Mistakes in the process of judging

During making an assessment of employees it is possible to make a lot of mistakes. They are included in most often watched mistakes of assessment [33]:

1. Technical mistakes - the incomprehension of purposes, principles and the procedure of assessment, mistakes about the procedure, psychological, technical and organizational unpreparedness of judged and judging.

2. Professional errors in evaluations, it follows:

- mistake of the projection - unaware assigning to the assessed person behaviours, features and motives for the conduct of the assessor,

- mistake of the attribution - unaware transferring to the assessed person behaviours, features and motives for the conduct of other persons, with which the person is strongly associated,

- mistake of the mildness - the tendency to granting inflated evaluations, skipping negative behaviours at effecting evaluations or the guild the assessed person,

- mistake of the rigor - tendency to granting lowered evaluations, consists in applying standards of the evaluation raised in the comparison to accepted through other assessors, can negatively influence behaviours and feelings the assessed person,

- mistake of the permanence of assessment - being influenced by old opinion about the assessed person, without taking into account of happening changes in the conduct, attitudes or effects of the work making the assessed person in consecutive periods evaluations,

- mistake of the main tendency (of the golden mean) - avoiding extreme evaluations and granting every assessed person on average evaluation (applying the scale of the mediocrity),

- effect of the glory (the halo effect) - being influenced by one or with a few positive or negative guilds of the assessed person and generalizing them to remaining features or behaviours of assessed person,

- effect of the hierarchy - tendency to all the higher (better marks), the higher is the position of the assessed person in the organisation, it regards evaluations made by subordinates,

- effect of the contrast - lowering or inflating the evaluation as a result of the comparison to the previously assessed person, definitely better or far worse employee; achieving evaluations to other assessed persons, rather than to objective criteria,

- effect of the first impression - tendency to formulating the evaluation about the assessed person on the basis of the opinion right after the first contact; this mistake can after the

certain time turn into the mistake of the permanence of the evaluation,

- effect of the last achievements (of eleventh hour) - tendency to formulating the evaluation on the basis of behaviours, of results of the work of the assessed person from the last period, rather than from the entire period provided with the evaluation.

In practice a few varieties of described mistakes or also disruptions can appear in the process of the employees assessment. To eliminate or minimise negative effects and distortions in the process of the evaluation, besides the training, one should conduct the monitoring of evaluations and check outcomes of evaluations on horizontal managements level, interim assessment should also appropriately be prepared (Table 2) [34].

Table 2.
Stages of preparing term evaluations [34]

Type of the preparation	Action
Psychological	• introduction employees of the organization with cells, principles and methods of the assessment, • conducting consultation, arousing the confidence of employees in the assessment, getting supporting persons meaning in the organization, • explaining to employees detailed conclusions of the assessment will be kept secret, • explanation assessment will bring real benefits to the organization and individual assessed persons, • announcing employees of the schedule of the employee assessment, • not coercion, • avoiding violent moves.
Technical	• recruiting an outside experts, • agreeing and elaborating purposes, principles, criteria and methods and tools of the assessment with experts, • the training of assessors for ways and principles of using tools assessment,
Organizational	• establishing the order of dates and places of the assessment, • preparing mark sheets, • harmonizing all activities associated with assessment in the time and space.

4. Developing of employee assessment in the chosen polish enterprise of engineering industry

The chosen enterprise of the engineering industry is a company with foreign capital, therefore the strategic development

of the company as the whole including personal management is in a of head office. The influence of the head office on the accomplishment of main tasks of the company is strong and marked with aspiration to the high PMD quality. Decisions on the choice of main manager positions of the company in Poland are taken in the head office. Functions of the personnel departments are formed depending on the location.

In the parent company they are more extended, however in the branch in Poland their set is rather limited. Here functions dominate: of the administrative service of employees, selection, employing and the development. With decision-making areas for which were drawn up standard procedures for all branches of the enterprise including branch in Poland, are: the process of acceptance and preliminary training of employees, the process of a employee assessment, the system of trainings and the process of dismissing employees.

Process of a employee assessment

The aim of the process is annual assessment of employee and results of his work. A employee assessment is an object of the process, and also a progress report of the work of employees of purposes on the base earlier planned.

The process of employee assessment consist of two stages:
1. Process of the assessment of employees employed on production posts and at the magazine.
2. Process of the assessment of employees employed on administrative positions and technical positions.

The process includes all action connected with the assessment of employees, with the planning and the progress report of their work in the chosen company with the help of prepared form (Table 3).

Managers involved in the employees assessment are the superior and the head of human research department. The superior is responsible for: planning purposes dependent on establishments business of plans of special requirements of the company/ of the department, aiming at the improvement in the effectiveness of the company, realization of purposes established by oneself, realization of quality purposes, inspection of interim planned implementations of purposes.

Head of human research department is competent and responsible for: verifications and approving the annual assessment, supervision of the timely course and completing the process, with storing records concerning an employee assessment.

The chosen company uses Global Performance Planning and Assessment System (GPS) that is with Global System of the planning and the progress report of the work in order to coordinate results of the work of employees with purposes of the company in the global scale, in the entire organization. The GPS enables the planning, the measurement and the progress report, both individually and collectively.

Three most important establishments in company:
1. Scopes of the responsibility/objective measurable - main tasks i.e. the permanent part of functions performed by the employee as part of the post. Fundamentally they don't change from the year for the year.

2. Specific aims, results and actions, which usually change from the year for the year depending on business plans and special requirements for the company/department of effectivenesses aiming at the improvement.
3. Professional attitude the way into which the employee achieves its results: aspiration to achieving results, the cooperation and the team work, concentration on the customer, improvement in the process, personal development, leadership.

Measurement of results:
1. Interim inspection of purposes.
2. Final overall view.

Progress report
Scale:
1. Inadmissible.
2. He/she requires the improvement.
3. Satisfactory.
4. Worth the approval.
5. Exemplary.

The procedure:
1. Writing the email from the Administrator GPS with the information about the taking to GPS and with password.
2. Entering the chief party of the company Internet and farther to act according to the instruction.
3. Implementing one's purposes and % scales for every purpose and through the application sending to his immediate superior.
4. The immediate superior will receive the email with the information, that the form of the employee is ready for the inspection and the approval.
5. If the employee has two superiors in consecutive stages, the superior of the consecutive stage must also approve purposes.
6. After approving purposes the employee is informed that they were approved.
7. If the superior has doubts he asks the employee through the application for explaining, in such a situation the employee will receive the email with the information, that the superior waits for commentaries. Next he must answer. The procedure continues all the way to the time of getting the approval.

Analysis of results of assessment:
During the year the employee fills the application in describing the realization of his purposes.
1. After complete update of all results the employee sends the form through the application to the immediate superior.
2. The superior checks results, them he writes evaluations down, approves and sends to the postponed next rank.
3. In case of not approving results the superior asks the employee through the Internet application for additional explanations, in such a situation the employee will receive the email with the information, that the superior waits for commentaries. Next he must answer. The procedure remains all the way to the time of getting the approval.
4. The similar procedure of approving is performed by superior of the higher rank.

5. After the approval and the evaluation the superior hands the form over to the HR department for the approval.
6. HR can approve or ask the superior employee for additional explanations.
7. After approving by HR he sends the document to the superior in order to prepare the judging meeting.

8. Judging meeting the superior and the employee.

From the purpose of simple understanding and getting acquainted with the procedure of periodic employees assessment on individual positions schemes of procedures were create (Figs. 3, 4).

Table 3.
Form of an annual employee assessment

ANNUAL EMPLOYEE ASSESSMENT

Organizational department

Name and Surname of the employee

Occupied Position

Date of the previous assessment

Obtained previously assessment

Criterion	Assessment				
	Excellent	Very good	Goods	Average	Reprehensible
1. Quality of the work	☐	☐	☐	☐	☐
2. Punctuality	☐	☐	☐	☐	☐
3. Evaluation of the acquired wisdom	☐	☐	☐	☐	☐
4. Productivity	☐	☐	☐	☐	☐
5. Loyalty	☐	☐	☐	☐	☐

Remarks of the superior:

Marking scale: from 14 to 20 - very well
    from 8 to 13 - well
    from 3 to 7 - enough.

Sum of points:

General evaluation:

Superior

....
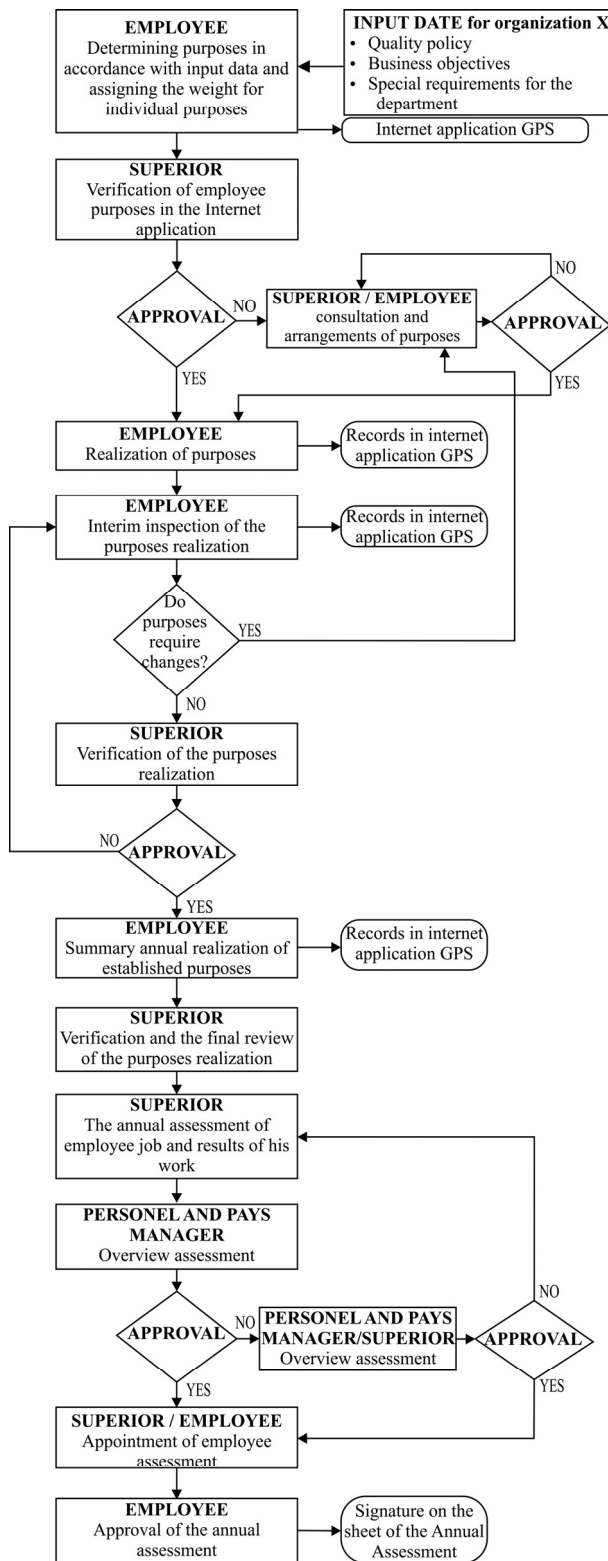 Date   Surname and name, signature

Fig. 3. Scheme of the process of the employees assessment for administrative and technical job position

The next step of employee assessment as a continuous improvement is description and introduction of the self-assessment employees. It is possible to supplement the existing personnel politics of the chosen company implementing the self-assessment of employees. Implementing the self-assessment of employees will help them understand what influence on the organization and achieving by intended purposes have.

Filling the form of the self-assessment in (Table 4) the employee knows according to what categories is assessed by the superior. The employee will inquire it he meets requirements being in effect on the given position and periodic filling up of the form the self-assessment will allow to notice progress of the employee at the work performed by him on the given position. Making the self-assessment also has motivating functions.

The form of the self-assessment will consist of two parts. First from them will contain the information concerning the employee's personal details, position he has which in the company, work experience on this position and information concerning the previous self-assessment. The second part will contain criteria according to which the employee will be assessed and scales of the evaluation from 1 to 5. The form will contain the following criteria:

1. Knowledge of the company- the employee knows well, understands and acts according to principles established in the organization.
2. Motivation for enlarging the scope of competence - the employee raises classifications through e.g. involvement in trainings, reading specialist literature, thanks to what he is familiar with changes on the market.
3. The planning and the organization - the employee organizes and plans the manner of the accomplishment of tasks to the purpose of optimum using the time, materials and tools; effectively uses action plans.
4. Innovation - the employee improves the work on the own position; implements new solutions.
5. Decision making - the employee is able independently to perform tasks; has analytical abilities and abilities of diagnosing and establishing priorities.
6. Communicativeness - the employee brightly formulates thoughts; provides the information without distortions.
7. Discipline of the work - the employee follows provisions of regulations of the work, discipline, is punctual; carries out orders of superiors.
8. Loyalty - the employee identifies with the company; fulfils the professional secret; doesn't work on the disadvantages of the company.
9. Work from other - the employee creates and keeps positive and productive relations with partners; shows other help.
10. Operation of devices - the employee efficiently uses devices, of which the service is essential to perform tasks on the given position.
11. Attitude - cares about the propriety; has a positive attitude to the work.

30 employees performing the work on the production position including 10 persons with the internship up to 5 years took part in the examination (Table 5), 10 persons with the internship up to 10 years (Table 6) and 10 persons with the internship up to 15 years (Table 7). Below 3 forms filled in by employees from three groups according to years of the internship were described.

Table 4.
Form of the self-assessment of the employee on the production position

SELF-ASSESSMENT OF THE EMPLOYEE

Name and Surname of the employee	
Work position	
Work experience on the work position	
Date of the assessment	
Date of the previous assessment	
Obtained previously assessment	
Age	
Education	

	Criteria	5	4	3	2	1
1.	Knowledge of the company					
2.	Motivation for enlarging of competence					
3.	The planning and the organization					
4.	Innovation					
5.	Decision making					
6.	Communicativeness					
7.	Discipline of the work					
8.	Loyalty					
9.	Work from other employees					
10.	Operation of devices					
11.	Attitude					
	Sum:					

5 - Excellent
4 - Very well
3 - Well
2 - Average
1 - Poorly

Resume of assessment:
11 - 19 - matches to a little extent
20 - 28 - he meets some expectations, but has also weak points
29 - 38 - suits expectations down to the ground
39 - 47 - exceeds expectations
47 - 55 - much exceeds expectations
* the achieved result

Table 5.
Demonstration form of the self-assessment filled up by the employee with the internship to 5 years

SELF-ASSESSMENT OF THE EMPLOYEE

Name and Surname of the employee	Jan Majewski
Work position	Locksmith
Work experience on the work position	5 years
Date of the assessment	
Date of the previous assessment	
Obtained previously assessment	
Age	30 years
Education	averages

	Criteria	5	4	3	2	1
1.	Knowledge of the company					X
2.	Motivation for enlarging of competence			X		
3.	The planning and the organization				X	
4.	Innovation			X		
5.	Decision making				X	
6.	Communicativeness			X		
7.	Discipline of the work			X		
8.	Loyalty				X	
9.	Work from other employees			X		
10.	Operation of devices				X	
11.	Attitude			X		
	Sum:	27				

5 - Excellent
4 - Very well
3 - Well
2 - Average
1 - Poorly

Resume of assessment:
11 - 19 - matches to a little extent
20 - 28 - he meets some expectations, but has also weak points
29 - 38 - suits expectations down to the ground
39 - 47 - exceeds expectations
47 - 55 - much exceeds expectations
* the achieved result

Table 6.
Demonstration form of the self-assessment filled up by the employee with the internship to 10 years

SELF-ASSESSMENT OF THE EMPLOYEE

Name and Surname of the employee	Adam Nowacki
Work position	Locksmith
Work experience on the work position	9 years
Date of the assessment	
Date of the previous assessment	
Obtained previously assessment	
Age	42 years
Education	higher

	Criteria	5	4	3	2	1
1.	Knowledge of the company		X			
2.	Motivation for enlarging of competence			X		
3.	The planning and the organization		X			
4.	Innovation			X		
5.	Decision making			X		
6.	Communicativeness			X		
7.	Discipline of the work		X			
8.	Loyalty		X			
9.	Work from other employees			X		
10.	Operation of devices		X			
11.	Attitude			X		
	Sum:	38				

5 - Excellent
4 - Very well
3 - Well
2 - Average
1 - Poorly

Resume of assessment:
11 - 19 - matches to a little extent
20 - 28 - he meets some expectations, but has also weak points
29 - 38 - suits expectations down to the ground
39 - 47 - exceeds expectations
47 - 55 - much exceeds expectations
* the achieved result

Table 7.
Demonstration form of the self-assessment filled up by the employee with the internship to 15 years

SELF-ASSESSMENT OF THE EMPLOYEE

Name and Surname of the employee	Stanisław Lisowski
Work position	Locksmith
Work experience on the work position	15 years
Date of the assessment	
Date of the previous assessment	
Obtained previously assessment	
Age	48 years
Education	professional

	Criteria	5	4	3	2	1
1.	Knowledge of the company		X			
2.	Motivation for enlarging of competence			X		
3.	The planning and the organization		X			
4.	Innovation			X		
5.	Decision making			X		
6.	Communicativeness				X	
7.	Discipline of the work		X			
8.	Loyalty	X				
9.	Work from other employees		X			
10.	Operation of devices	X				
11.	Attitude			X		
	Sum:	45				

5 - Excellent
4 - Very well
3 - Well
2 - Average
1 - Poorly

Resume of assessment:
11 - 19 - matches to a little extent
20 - 28 - he meets some expectations, but has also weak points
29 - 38 - suits expectations down to the ground
39 - 47 - exceeds expectations
47 - 55 - much exceeds expectations
* the achieved result

After analysis of all forms filled in it is possible to notice that along with the increase of the internship the employee much more identifies with the company, achieves good results of the work thanks to better taking control of techniques applied in the organization and the operation of devices. A loyalty to the enterprise also increases.
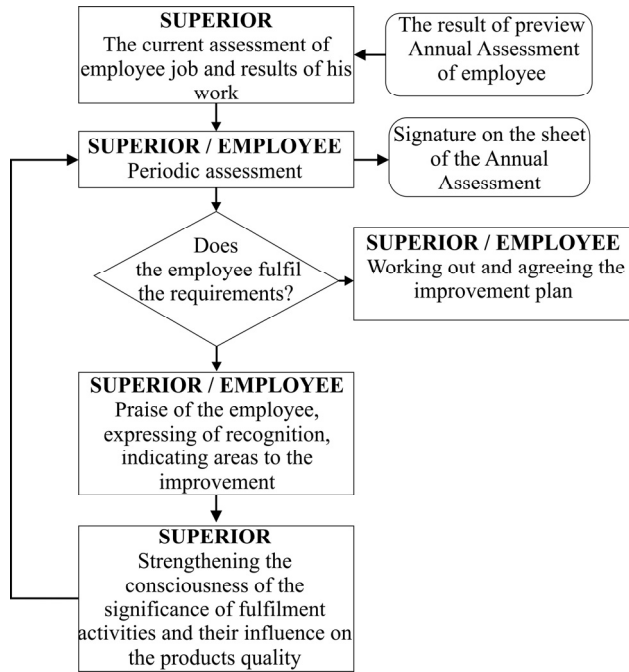

Fig. 4. Scheme of the process of the employees assessment for production and at the magazine job position

The employee thanks to the long internship on the given position is able better to organize the work for oneself and to implement improvements contributing to the better effectiveness. Self-assessment of employee   has a direct impact on better identification of workers with the company but also can induce more stressful situation for them; everyone gets used to this new policy of human resource management in the organization. It is important to ensure conscious action of HR manager who will see the benefits of Self-assessment of employee and will not treat it as a tool for greater control of employees.

5. Summary

Management is a complex system which is composed of many factors. It is worthwhile here quoting words of P. Drucker confirming the legitimacy of considering the function of management in today's world:

" … Management will remain a basic and dominant institution perhaps as long as Western civilization itself survives. For management is not only grounded in the nature of the modern industrial system and in the needs of the modern business enterprise to which an industrial system must entrust its productive resources—both human and material. Management

also expresses basic beliefs of modern Western society. It expresses the belief in the possibility of controlling man's livelihood through systematic organization of economic resources …". To sum up, perceiving management in harmony with words of P. Druckera is a future of effective functioning.

The process of the personnel management shows the need of applying tools to allow the organization achieving its goals, and in it: shaping the organizational culture, integration of personal processes, building engagement of employees as tools of achieving the goals the organization. A role of the management in solving personal issues and strategic connecting business cases with personal matters are also important.

The HR organization doesn't depend on the industry in which an enterprise operates, above all it is influenced by mission and a strategy of the company orientated to customers, increasing and supporting the competing position on the market.

In case of the described enterprise in area of the personnel management decision-making entitlements amongst managers were well defined. The chief executive officer, as well as the personal manager or also operational managers are making a decision in workers' matters consulting with themselves. Administering the staff is included in competence of the HR department. Cast of workstations, judging employees these are tasks being responsibility of the heads of the company, while remuneration is established by the heads of the company and personal directors.

In the analysed enterprise leading decision-making areas, for which standard procedures are being worked out, are: training managers, staff training, recruitments, dismissing employees, systems of the remuneration, manners of the evaluation of effects of the work. Weak points of managing the staff in the organization are for the small cohesion of the companie's strategy and of the strategy of individual organizational divisions, lack of defined forms of giving a bonus and procedures of promoting employees.

To sum up, modern organizations directed to the quality, knowledge and to the customer should accommodate themselves to the so-called concept of management the IV - generation of the Joiner Triangle (Fig. 5) [35].
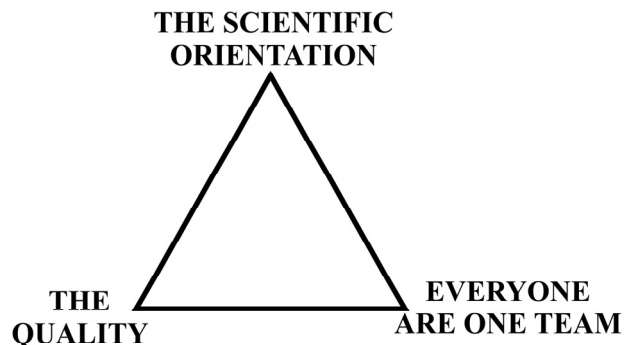

Fig. 5 The Joiner Triangle [35]

According to the Joinera Triangle [35]:
The quality - is understood as the sequence of operations associated with defining mechanisms being aimed at meeting

expectations of customers. Determining quality purposes in the organization must be intelligible to all employees.

The scientific orientation - one should learn business administration as the system (e.g. by using the system approach in the quality), developing the analytical approach, being based on making a decision based on collected and checked data.

Everyone are one team - one should believe in people, to treat everyone in the organization as the team with the huge intellectual potential, treating every employee with respect and dignity, working in the relation to win - to win, and not to win - to lose.

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