

Preface

Iwona Skalna

AGH University of Science and Technology, Krakow, Poland

ORCID: [0000-0001-5707-7525](https://orcid.org/0000-0001-5707-7525)

Rafał Kusa

AGH University of Science and Technology, Krakow, Poland

ORCID: [0000-0002-9819-897X](https://orcid.org/0000-0002-9819-897X)

Organizations are created and developed by people. It is also people, both managers and line workers as well as other stakeholders, who affect an organization's environment and performance. Probably for this reason people are a subject of management since the early stages of scientific management development. Mary Parker Follett was among the pioneers of this approach. She indicated the role of people in effective management, emphasizing workplace democracy and participation (Berman, Van Buren, 2015). The principle of "spirit harmony" in the organizational context has been formulated by Karol Adamiecki a hundred years ago. He believed that following this principle can increase the role of managerial science and enable man to find a source of the highest riches (both material and moral) at work (Adamiecki, 1924, p. 595). In the late 1920s and early 1930s, Elton Mayo conducted in Hawthorn research that laid the foundations for the human relations movement. This concept significantly contributed to the development of management science as well as other fields (e.g., organizational psychology). Mayo's study unveiled the importance

Suggested citation: Skalna I., Kusa R., 2021, *Preface* [in:] *People in organization. Selected challenges for management*, Skalna I., Kusa R. (eds.), Krakow, AGH University of Science and Technology Press, https://doi.org/10.7494/978-83-66727-57-1_o

of groups in affecting an individual's behaviour and performance at work (Mayo, 1933).

Since these pioneering works, the knowledge about the role of people in the context of organization and management has increased. The management attitudes, concepts, and technics related to managing people in an organization have evolved along with the changes in society, economy, politics, and technology. Nowadays, they are gathered under the notions of "human resources" or "social capital" of an organization. The contemporary concepts focus on the common problems of effectiveness of human work and employee's performance that impact team performance (Campbell, Wiernik, 2015), productivity, profitability, and organizational effectiveness (Okoyo, Ezejiolor, 2013). Organizational behaviours are identified with generating value for the organization (Campbell et al., 1993). Moreover, organizational behaviours can contribute to the organization's goals (Campbell, Wiernik, 2015). Thus, these behaviours are characterized as "in-role behaviours" (Katz, 1964), but they can also be understood as achievement-related behaviours (Motowildo, Borman, Schmit, 1997). However, people behave differently depending on, for example, individual dispositions (Peiró et al., 2020), work engagement (Grobelna, 2019), or passion for work (Juliani, Purba, 2019). Employees' perception of their jobs and task significance can determine goal commitment (Locke, Latham, 2002) and job performance (Grant, 2008). Consequently, the employee's performance is significantly affected by organizational culture (Soomro, Shah, 2019).

However, in contemporary organizations, not only proficiency and efficiency in work performance are required. Dynamic and changing situations require organizations to become more responsive (Baard, Rench, Kozłowski, 2014). This impacts the employee level, where we observe a broad understanding of work roles in dynamic organizational contexts rather than the traditional view focused on employment and fixed tasks (Ilgen, Hollenbeck, 1991). Due to the changing business environment, adaptive (Berg, Wrzesniewski, Dutton, 2010) and proactive performance (Parker, Williams, Turner, 2006) are demanded. These new challenges increase the role of people in organizations. Organizations need to redirect their approach to human resources, endeavouring to get the best from their employees (Hamel, Breen, 2007). Along with technology development, new (e.g. digital) competences become crucial. In view of the above-mentioned factors,

people's behaviours and performance need to be considered at three levels (individual, team, and organization), and include three different forms of behaviour (proficiency, adaptivity, and proactivity) (Griffin, Neal, Parker, 2007, p. 330).

Social and structural changes within organizations lead to sharing formal authority and employees' participation in decision-making processes and controlling organizational resources (Spreitzer, 2008). This increases the role of citizenship behaviour of employees (Podsakoff et al., 2009). However, this results in the need for empowerment (e.g. Koberg et al., 1999) and social support (e.g. Shanock, Eisenberger, 2006). Dźwigoł (2019) states that "it is not possible to create a company of the future without a greater emphasis on human needs. Only employee-friendly enterprises will enjoy the opportunity to develop themselves and compete with other organizations".

The aim of this monograph is to present selected problems related to people's activities within an organization nowadays. The monograph consists of 10 chapters that refer small and large, in terms of the number of employees, organizations, representing both enterprises and public administration units. The chapters focus on employees' engagement (including the context of organizational changes), organizational culture, employees' competences (including the requirements of Industry 4.0), HRM practices (including employer branding), and the impact of macroeconomic conditions on behaviour in the labour market. The methodologies employed in the chapters include quantitative and qualitative analyses and case studies.

The first chapter, "The impact of organizational changes on the need to manage employee engagement", refers to the problem of employees' engagement in the context of organizational changes. Therein Łukasz Skiba analyses the variation in employee involvement caused by organizational changes. His findings indicate that there are many significant discrepancies in the perception of various types of issues by employees (in such areas as, e.g. tasks, management, performance management, employee development, work organization, career, and cooperation) affecting the involvement in work. In this context, human resource management plays an important role in maintaining and strengthening the high level of employee's commitment to work.

The next two chapters refer to the organisational culture. The first one, "Organizational culture in Polish transport companies in Industry 4.0", focuses on organizational culture in the context of the

Fourth Industrial Revolution. Magdalena Maciaszczyk, Agnieszka Rzepka, and Damian Kocot analyse methods used to manage organizations, the building of the desired atmosphere in the workplace, as well as cooperation between employees. The results of their analysis indicate the substantial role of values such as respect or taking care of employees, and openness in communicating the strategy and mission of the company. The authors posit that HRM process, the atmosphere in the workplace and cooperation between employees are the essence of organizational culture and building loyalty. Next, Zofia Wyszowska and Anna Michalska, in the chapter “The manifestations of organizational culture in local government units”, investigate the ways organizational culture is being manifested in communication, interpersonal relations, management, and behaviour patterns in public sector organizations. The findings presented in this study indicate a lack of compliance in the statements concerned with rewarding and punishing employees. The recommendations include, among others, support for teamwork and behaviour facilitating the introduction of innovative solutions.

Chapter four “Managing digital competences in public administration” refers to the problem of employee competences. Angelika Wodecka-Hyjek, Tomasz Kafel, and Rafał Kusa examine HRM practices within different types of public organizations. They posit that the implementation of digital solutions requires the development of relevant skills and competences of employees. Their findings indicate that the inclusion of digital competences into the process of employees’ re-cruitment, evaluation, and development is significantly correlated with an organization’s performance in human resource management (namely, employees’ engagement and satisfaction and efficiency of human resource management).

In the chapter “Human resources in Business Environment Institutions providing innovation support services”, Zofia Gródek-Szostak and Franciszek Bolechowski assess the potential of human resources in Business Environment Institutions (BEIS). Their analysis indicates that there is a need for supplementing the competences of employees providing proinnovation services, especially in the context of sector development, in accordance with the Industry 4.0 paradigm. The authors of the chapter recommend to invest in the competences of proinnovation services consultants as they will be crucial for the BEIS to meet the criteria specified in the new accreditation instrument.

In the chapter “The importance of soft competences in the management of engineering staff”, Agata Przewoźna-Krzemińska elaborates on the image of today’s engineers. Specifically, she highlights the role of soft competences in an engineer’s work. The results of her research show engineers are aware that soft and social competences are essential in life because they make it easier, for example, to get a job and to pursue a professional career path.

In the chapter “Knowledge and perception of Industry 4.0 among the students of computer science”, Magdalena Czerwińska analyses the competence requirements of future engineers in the context of Industry 4.0 environment. The question behind this study is: are future engineers ready for operation in the Industry 4.0 environment? The study results indicate that educational programmes, aimed at preparing future engineers, must be improved to allow the acquisition and development of skills and qualifications required by Industry 4.0.

The next chapter, “Problems in designing the employer branding offer in the opinion of the representatives of the top 500 companies – the Polish Example” is devoted to the employer branding. Anna Albrychiewicz-Słocińska examines the opinions of employers from the TOP 500 list about the problems in designing the employer branding offer. The results of the empirical analysis indicate the need for creating or strengthening communication highlighting the image of a candidate-friendly employer within this group of enterprises.

In the ninth chapter “Deliberative democracy and sustainable business”, Adam Płachciak, Ulrike Schumacher, and Sabina Zaremba-Warnke discuss to what extent the idea of deliberative democracy can contribute to the implementation of sustainable business. Based on literature study and sustainable enterprises case studies, the authors posit that deliberative discourse and specific deliberation procedures enable the real involvement of all stakeholders of the enterprise. Consequently, they can help to achieve a reasonable consensus for sustainability based on a social dialog. Additionally, on a macro scale, deliberative democracy can determine the economic and legislative framework of the business activity.

The last chapter, “Economic growth and self-employment in Poland in the years 2009–2017. An overview of research results” analyses employment decisions in the labour market from a macro perspective. Małgorzata Skrzek-Lubasińska, Zofia Gródek-Szostak, and Marcin Suder investigate therein the relationship between economic growth

and self-employment in Poland. The results of their research show that there is a positive correlation between the improvement of the situation in the labor market (along with business climate) and an increase in the number of self-employed (excluding agriculture). The important thing is that this increase was stronger than the growth of employees in the total national economy and an increase in the number of hired employees.

References

- Adamiecki K., 1924, *Harmonizacja jako jedna z głównych podstaw organizacji naukowej*, "Przegląd Techniczny" Vol. 53, pp. 591–595.
- Baard S. K., Rench T. A., Kozłowski S. W. J., 2014, *Performance adaptation: A theoretical integration and review*, "Journal of Management" Vol. 40(1), pp. 48–99, www.doi.org/10.1177/0149206313488210.
- Berg J. M., Wrzesniewski A. M. Y., Dutton J. E., 2010, *Perceiving and responding to challenges in job crafting at different ranks: When proactivity requires adaptivity*, "Journal of Organizational Behavior" Vol. 31(2–3), pp. 158–186, www.doi.org/10.1002/job.645.
- Berman S. L., Van Buren H. J., 2015, *Mary Parker Follett, managerial responsibility, and the future of capitalism*, "Futures" Vol. 68, pp. 44–56, www.doi.org/10.1016/j.futures.2014.08.013.
- Campbell J. P., Wiernik B. M., 2015, *The modeling and assessment of work performance*, "Annual Review of Organizational Psychology and Organizational Behavior" Vol. 2, pp. 47–74, www.doi.org/10.1146/annurev-orgpsych-032414-111427.
- Campbell J. P. et al., 1993, *A theory of performance* [in:] *Personnel selection in organizations*, N. Schmitt, W. C. Borman (eds.), San Francisco, CA, Jossey-Bass Publishers, pp. 35–69.
- Dźwigoł H., 2019, *Approach to Development of Enterprise in Changeable Environment* [in:] *Functioning and Development of Enterprises – Contemporary Challenges*, J. Duda, I. Skalna (eds.), Krakow, AGH University of Science and Technology Press, pp. 141–148.
- Grant A. M., 2008, *The significance of task significance: Job performance effects, relational mechanisms, and boundary conditions*, "Journal of Applied Psychology" Vol. 93(1), pp. 108–124, www.doi.org/10.1037/0021-9010.93.1.108.

- Griffin M. A., Neal A., Parker S. K., 2007, *A new model of work role performance: Positive behavior in uncertain and interdependent contexts*, "Academy of Management Journal" Vol. 50(2), pp. 327–347, www.doi.org/10.5465/amj.2007.24634438.
- Grobelna A., 2019, *Effects of individual and job characteristics on hotel contact employees' work engagement and their performance outcomes: A case study from Poland*, "International Journal of Contemporary Hospitality Management" Vol. 31(1), pp. 349–369, www.doi.org/10.1108/IJCHM-08-2017-0501.
- Hamel G., Breen B., 2007, *The Future of Management*, Boston, Harvard Business School Press.
- Ilgen D. R., Hollenbeck J. R., 1991, *The structure of work: Job design and roles* [in:] *Handbook of industrial and organisational psychology*, M. D. Dunnette, L.M. Hough (eds.), Palo Alto, CA, Consulting Psychology Press, pp. 165–207.
- Juliani, R., Purba, D. E., 2019, *The mediating role of passion for work on the relationship between task significance and performance*, "Pertanika Journal of Social Sciences & Humanities" Vol. 27(3), pp. 1945–1958.
- Katz D., 1964, *The motivational basis of organizational behaviour*, "Behavioral Science" Vol. 9(2), pp. 131–146.
- Koberg C. S. et al., 1999, *Antecedents and Outcomes of Empowerment: Empirical Evidence from the Health Care Industry*, "Group & Organization Management" Vol. 24(1), pp. 71–91, www.doi.org/10.1177/1059601199241005.
- Locke E. A., Latham, G. P., 2002, *Building a practically useful theory of goal setting and task motivation: A 35-year odyssey*, "American Psychologist" Vol. 57(9), pp. 705–717, www.doi.org/10.1037/0003-066X.57.9.705.
- Mayo E., 1933, *The human problems of an industrial civilization*, New York, NY, Macmillan.
- Motowildo S. J., Borman W. C., Schmit M. J., 1997, *A theory of individual differences in task and contextual performance*, "Human Performance" Vol. 10, pp. 71–83, www.doi.org/10.1207/s15327043hup1002_1.
- Okoyo P. V. C., Ezejiofor A., 2013, *The effect of human resource development on organizational productivity*, "International Journal of Academic Research in Business and Social Sciences" Vol. 3(10), pp. 250–268, www.doi.org/10.6007/IJARBSS/V3-I10/295.

- Parker S. K., Williams H. M., Turner N., 2006, *Modeling the antecedents of proactive behavior at work*, "The Journal of Applied Psychology" Vol. 91(3), pp. 636–652, www.doi.org/10.1037/0021-9010.91.3.636.
- Peiró J. M. et al., 2020, *Importance of work characteristics affects job performance: The mediating role of individual dispositions on the work design-performance relationships*, "Personality and Individual Differences" Vol. 157, www.doi.org/10.1016/j.paid.2019.109808.
- Podsakoff N. P. et al., 2009, *Individual- and organizational-level consequences of organizational citizenship behaviors: A meta-analysis*, "The Journal of Applied Psychology" Vol. 94(1), pp. 122–141, www.doi.org/10.1037/a0013079.
- Soomro B.A., Shah N., 2019, *Determining the impact of entrepreneurial orientation and organizational culture on job satisfaction, organizational commitment, and employee's performance*, "South Asian Journal of Business Studies" Vol. 8(3), pp. 266–282, www.doi.org/10.1108/SAJBS-12-2018-0142.
- Shanock L. R., Eisenberger R., 2006, *When supervisors feel supported: Relationships with subordinates' perceived supervisor support, perceived organizational support, and performance*, "Journal of Applied Psychology" Vol. 91(3), pp. 689–695, www.doi.org/10.1037/0021-9010.91.3.689.
- Spreitzer G. M., 2008, *Taking stock: A review of more than twenty years of research on empowerment at work* [in:] *The Sage handbook of organizational behaviour*, J. L. Barling, C. Cooper (eds.), Thousand Oaks, CA, Sage Publications, pp. 54–72.