

ANALYSIS OF HUMAN RESOURCES MANAGEMENT PROCESS IN A LOCAL GOVERNMENT UNIT ON A SELECTED EXAMPLE

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Introduction/background: Dynamic growth and competition of an organization need also improving the human resources management processes. However in local government units, this system has always been shaped under completely different conditions, determined by legal provisions. Meanwhile with socio-economic development and changing society people started to expect effectiveness and efficiency also in the public sphere, which resulted in focusing attention on the effectiveness of people employed and raising the level of customer service in public administration. Therefore, it became necessary to introduce the process of human resources management also in local government.

Aim of the paper: The objective of the conducted research was to make an analysis and qualitative assessment of the process of human resources management in local government units and to show the influence of this process in local government on the efficiency and effectiveness of its functioning.

Materials and methods: The conclusions presented in this paper are a result of a critical evaluation of the literature related to the topic of the work, legal provisions, participant observation, individual case study of the examined public organisation and a survey conducted among 60 people. The research methodology that was used in the study is a quantitative method.

Results and conclusions: The research showed that local government units improve the recruitment process, carry out periodic assessments and develop an employee development plan, but do not create a coherent process and limit themselves to the obligatory minimum. So, the local government administration must strive to fill job positions with professional, competent and properly prepared employees.

Keywords: human resources management, local self government, local government officials.

1. Theoretical aspects of the human resources management process

Human resource management (HRM) is a relatively new concept of social capital management (Andrzejczak, 1998), which emerged in the 20th century (Król, Ludwiczynski, 2007). The issue of human resource management has received a lot of attention in the literature, especially in terms of its effectiveness in the implementation of tasks (Ślusarczyk, 2018).

In an attempt to define HRM, the concept of human resources must first be clarified. At the outset, it should be noted that people are not resources, but they have resources, or more precisely the total of characteristics embodied in them. The key human resource factors are, among others: knowledge, skills, abilities, attitudes and values, health or motivation. It is important to bear in mind that the owners of the human resource are the individual employees and it is up to them to determine the extent to which they engage with the resource at work. This means that the organization has limited control over the human resource from which it benefits in business processes (Król, Ludwiczynski, 2007).

According to M. Armstrong's theory, human resource management is a strategic and coherent approach to the process of managing an organisation's most valuable asset - the people it employs, who contribute to making its goals real both individually and collectively. Human resource management identifies people as the valuable source of an organisation's performance and treats them as a permanent asset rather than a variable cost, so they need to be provided with the best possible leaders and also given the opportunity to maximise the development of their skills (Armstrong, 1996).

So far, the most comprehensive definition of HRM among those proposed in the literature was presented by A. Poczowski. According to his theory, human resources management is a management concept in the scope of the personal function of an organisation, in which human resources are perceived as an element of the company's assets and a source of competitiveness. It also indicates the necessity of shaping the organisational culture of the company, integration of personal processes and building the involvement of employees as an instrument of achieving goals (Król, Ludwiczynski, 2007).

The objective of the human resource management process is to aim for a state in which tradition, quality, work mode, employee involvement and motivation bring the organisation closer to the desired success. With the intention to achieve this, it is necessary to take measures that will help to achieve the employer's goals while developing employees (Buzowska, Paliga, Pujer, 2017).

Thus, the primary objective of human resource management is to achieve competitive advantage through human capital, which is created by engaging employees with competitive competencies (Romanowska, 2011).

The primary objective is translated into the following specific objectives:

- guaranteeing services that support the organisation's goals (Romanowska, 2011),
- aiming at building relationships focused on openness, trust and self-fulfilment,
- attracting and retaining competent, motivated and committed employees. The success of a company depends on the skills of its employees, on the results they achieve, on their creativity, flexibility and productivity, and on their ability to provide high quality services (Ślusarczyk, 2018),

- ensuring the development of employees' potential by creating favourable conditions for this, e.g. enabling learning and continuous development (Letkiewicz, Szankin, 2001),
- creating the right climate for effective and conflict-free employee-management relations that foster a sense of mutual trust,
- creating conditions conducive to teamwork,
- ensuring that staff and managers are properly appraised and rewarded for both their contribution and the results of their work,
- ensuring equal opportunities for all employees and managers,
- adopting flexible staff management principles based on care for people, fairness and transparency,
- maintaining proper mental and physical condition of employees and improving it in case of poor condition (Romanowska, 2011).

In view of the above, it can be concluded that the objectives of human resource management are related to the core activities and objectives of the organisation, and more specifically to the creation of values and conditions that have a key impact on its development and survival (Romanowska, 2011).

2. Functioning of the human resources management system in local government

For a proper course of the majority of social and economic processes, the organisation of the local (local and regional) administration, its scope of competence and efficiency of its operation are of key importance. In the 90's in Poland there were decisive reforms in this respect. They were based on further stages of decentralisation of public authority, the introduction of new territorial units of the state and the appointment in them of authorities with links to the managed communities through general elections (Gąciarz, 2006).

The first step in this direction was the 1990 municipal reform, which introduced a system of local government administration at the basic level of the country's territorial division, with far-reaching legal autonomy, an independent budget, property and independent sources of income (Gąciarz, 2006).

The next stage of the process took place in 1998. It was then that a package of laws was adopted which changed the territorial organisation of the country and created local government administration at the poviát and voivodeship level. The final effect of the reform was the introduction of a new three-tier division of the country on 1 January 1999 (Gąciarz, 2006).

Local government is an essential element of the democratic system (Piekara, 1998). It constitutes a community of inhabitants of a certain region of the state. This community is distinguished by common consciousness, fate and above all common goals, so the development

of local government must enable direct and indirect participation in exercising power to local communities. It is also supposed to lead to the authority satisfying the needs of the inhabitants, as well as creating the right conditions for economic, social, cultural and civilizational development (Gołębiowska, Zientarski, Stępien, 2016).

The principles of human capital management envisaged for the private sphere, which have been discussed above, are increasingly applied in the public sphere. These transformations were based on the assumption that the streamlining of the work of the public administration must be linked to the reorganisation of its employment policy, so as to bring the methods of this policy closer to an enterprise operating in the market. Moreover, these reforms were aimed at reducing public expenditure (Gąciarz, 2006).

The following elements of the human resource management process in public administration can be distinguished: human resources planning, recruitment, selection, assessment, remuneration and career management (Kozuch, 2004).

The legal status of local government employees in Poland is defined by the Act of 21 November 2008 on local government employees (Journal of Laws of 2019, item 1282, as amended), hereinafter referred to as the A.l.e. In terms of human resources management, this Act refers in particular to elements such as recruitment of candidates for vacant positions, preparatory service, periodic evaluation of the employee, raising, remuneration, rewards, internal promotion, improvement of knowledge and professional qualifications (Władek, 2013).

On the basis of the A.l.e., local government employees were classified according to two criteria - the type of positions and the basis on which the employment relationship was established (Szewczyk, 2012).

Against the backdrop of the local government pragmatics, the division into particular groups of local government employees in terms of the type of work is not very clear. According to this criterion, the following groups of local government employees can be distinguished:

1. political positions in local government - persons holding positions in local government bodies,
2. managerial, independent and other positions - other persons employed in LGU in official positions,
3. support and service positions (Szewczyk, 2012).

However, with regard to the criterion of the basis of the employment relationship, local government employees are employed on the basis of:

1. selection:
 - a. members of the regional board - if the voivode statute so provides,
 - b. members of the district board - if the powiat statute so provides,
 - c. members of the board of the LGU association, if the statute of the association so provides,

- d. head of commune/mayor/ president of a city - obligatory,
 - e. in the office of the capital city of Warsaw: district mayor, deputy district mayor and other district board members – obligatory,
2. appointments:
 - a. deputy head of commune/mayor/president of a city,
 - b. the treasurers of LGUs,
 3. employment contracts - of other local government employees, including LGU secretaries (Art. 4, par. 1 of the Law on local government).

Local government employees working as clerks both perform public tasks and take part in exercising public authority. Official positions in the organisational structure of a given territorial local government unit can be divided into:

1. managerial positions,
2. other official positions (Szewczyk, 2012).

Among the persons employed in clerical positions in LGU there are:

1. persons employed in leading official positions who perform the functions of bodies in local government, either by election or appointment,
2. persons employed on managerial official positions in local government units, as defined in Art. 4, par. 2 of the A.l.e., who hold their positions on the basis of an employment contract,
3. other persons employed in official positions that are delegated on the basis of an employment contract (Szewczyk, 2012).

In relation to local government employees employed on the basis of an employment contract, a replacement contract is also allowed, but it is nothing more than a variation of a fixed-term employment contract (Szewczyk, 2012).

An enumerative list of clerical positions, including managerial clerical positions, is contained in the (subsequent) Regulation of the Council of Ministers of 28 October 2021 on the remuneration of local government employees (Journal of Laws, item 1960).

Managerial clerical positions include, among others: secretary, deputy treasurer, chief accountant, spokesman, internal auditor. Other clerical positions include, for example: chief specialist, senior accountant, legal advisor, clerk, inspector, cashier.

Only employment contracts may be concluded with persons employed in auxiliary and service positions. In the first place, the provisions of local government pragmatics, not reserved for persons in official positions, apply to them, while in unregulated matters - the provisions of legal acts belonging to the general labour law (Szewczyk, 2012).

The list of auxiliary and service positions is contained in Appendix 3 of the aforementioned CM Regulation. When analysing the positions which are included in this group, one may come to the conclusion that it is quite diverse, due to the fact that it includes, among others, warehousemen, drivers, secretaries, cleaners, as well as office managers. However, the Salary Ordinance does not distinguish between support and service positions, so that some of the positions listed in the table are difficult to qualify in practice.

In local government, the employment relationship is most often established on the basis of an employment contract. However, the other two employment bases have been assigned only to a closed, narrow circle of local government employees (Rotkiewicz, 2016).

An employment relationship based on the form of employment that is election is established with persons performing the functions of local government bodies (in political positions). Currently it is the legal basis for the employment of local government employees at the commune, powiat and voivodeship level. Election is a legal form of entrusting managerial functions, mainly in local government units by virtue of a resolution adopted by a relevant collective body or as a result of an election procedure assuming the participation of all entitled persons. An elected employment relationship is established for a fixed period, i.e. for the duration of the term of office of the head of a head of community /mayor/city president. The act of election creates the mandate, which automatically establishes the employment relationship. No additional actions, either legal or factual, are required for the act of election to be effective, which establishes the employment relationship (Jochymczyk et al., 2011; Szewczyk, 2012).

Appointment is a non-contractual form of establishing an employment relationship. This relationship is less secure for the employee than the one established by concluding an employment contract. This is due in particular to the reduced protection of its permanence, as the employee may be dismissed from his/her position at any time (Ura, 1995). By virtue of appointment, legally established managerial and other independent positions are entrusted to suitable candidates and at the same time an employment relationship is established with them (Szewczyk, 2012). Persons other than those listed in Article 4(1) of the Local Government Employees Act cannot be employed on the basis of an appointment, so it cannot be applied to, for example, a secretary. The form of employment relationship on the basis of appointment gives the appointing authority freedom in the choice of persons to whom important positions are entrusted. The act of appointment results in establishing the employment relationship and entrusting the employee with a particular post. This act is a unilateral statement of will of the appointing authority (Rotkiewicz, 2016). The employment relationship on the basis of an appointment is established for an indefinite period of time. However, if under special provisions the employee has been appointed for a specific period of time, the employment relationship is established for the period covered by the appointment (Article 68, § 1¹ of the Labour Code).

The formalised procedure for recruiting local government employees applies only to vacant official positions, including managerial official positions. With regard to, for example, auxiliary or service positions, general employment principles apply, which have not been specified by the legislator in terms of specific recruitment stages. Table 1. presents recruitment procedures for individual local government positions (Rotkiewicz, 2016).

Table 1.*Recruitment procedure for individual posts in local government*

| Position | Selection procedure |
|--|---|
| Vacant clerical position and managerial position | Formalised; application of the law, possibility to fill the position by transferring a local government employee from a given unit based on an agreement or an employee from another unit employed on clerical position |
| Support and service position | Informal; application of rules adopted in a particular unit |
| Replacement employee | The recruitment of a replacement employee does not require a statutory recruitment procedure |

Source: Own study based on: Rotkiewicz M.: op. cit., p. 34.

The selection procedure for vacant clerical positions shall include:

1. notice of vacancy,
2. receipt of application documents,
3. pre-selection,
4. final selection,
5. drawing up the minutes,
6. decision to select the best candidate,
7. announcement of recruitment results (Rotkiewicz, 2016).

Recently, the legislator has introduced many positive solutions in the field of human resources management to the local government. Also in this area, he took into account the needs of local government employees and defined in Article 19(3) of the A.l.e. the so-called preparatory service (Weber, 2012).

Pursuant to the provisions of the Act, a local government employee employed for the first time in an clerical position and in a managerial position is obliged to undergo preparatory service (Art. 19(1) of the A.l.e.). In connection with the imposition of that obligation, term contracts are concluded with such persons for a period not longer than 6 months (Art. 16(2) of the Public Employment Service Act). This service is organised in order to prepare the employee both theoretically and practically for the proper performance of his/her official duties. Each local government employee employed for the first time in a local government organisational unit is obliged to take an examination completing preparatory service. In line with Art. 19(5) of the A.l.e., an exception to this rule is the possibility for the head of an organisational unit to submit a motivated request for exemption from the obligation to undergo preparatory service for a given employee (Art. 19(5) of the A.l.e.). However, the condition for further employment of such an employee is obtaining a positive result of the examination ending the service (Art. 19(6) of the A.l.e.). The legislator did not specify the duration of the service, but assumed that it cannot last longer than three months. The term is to be adapted to a particular person and be dependent on his/her predispositions and skills. After completion of preparatory service and passing the exam, it is possible to establish another contract of employment with such an employee, however, the legislator did not specify the type of employment contract, so the local government employer has full freedom in this respect, and it can be a contract for a definite or indefinite period of time (Jochymczyk et al., 2011).

The scope of the preparatory service is the same for all posts in matters such as familiarising the employee with:

1. organisational regulations, organisational structure of the unit concerned, the detailed scope of activities of specific organisational units and independent work posts in accordance with the type of matters conducted,
2. protection of personal data and classified information,
3. circulation of correspondence, registration of documents and their signing,
4. other internal regulations, i.e. labour regulations, remuneration regulations, benefit funds, etc.,
5. financial management rules, including the circulation of financial and accounting documents,
6. rules governing the operation of the unit,
7. functioning of the quality management system as well as basic documentation in this respect (Rotkiewicz, 2016).

A key task of the human resource management process is to enhance employee motivation and engagement, which improves organisational performance and retention of talented people. Motivation is the process of encouraging employees to engage in activities that are designed to help achieve the company's goals while satisfying their own needs. It involves identifying the goals and values of the organisation with those of the employees (Slusarczyk, 2018).

An employee, in order to perform tasks related to his professional profile and to take up new challenges with enthusiasm, must have the right motivation to work. This is the role of superiors at every level of management, who, in order to obtain certain behaviours from their employees, must motivate them accordingly. Motivating is the basic function of management, performed by all managers. It is a process of deliberately influencing the behaviour of employees through appropriate means, by creating the conditions necessary to achieve their goals and the goals of the organisation (Buzowska, Paliga, Pujer, 2017). An appropriate motivational system should ensure individualization of motivational methods and a comprehensive approach to influencing employees' professional activity through a proper link between financial and non-financial instruments (Juchnowicz, 2010).

One of the biggest drawbacks of the public administration system is the lack of a motivational remuneration system (Władek, 2013). The lack of freedom in this respect is caused by the definition of the conditions for the remuneration of local government employees in the aforementioned CM Regulation (item 1960). In addition, the occurrence of salary differences in similar positions and non-uniform rules adopted in individual offices affect the unfriendly atmosphere in the administration (Władek, 2013).

The education and development of employees is the process of completing skills, knowledge and competences necessary to properly perform tasks. In view of possible promotions, transfers or organisational changes, acquiring new knowledge undoubtedly broadens an employee's horizons. Employees need to be trained in managerial, communication,

supervisory, specialist and professional skills. This leads to increased quality of work and personal development (Witkowski, 2016).

The problem for all employers recruiting new staff is that there is no certainty that they will be the most highly qualified, even in the case of highly educated candidates. This rule also applies to candidates for clerical positions. A good practice is their systematic further training and education (Wiśniewska-Mikosik, 2013). Due to the constant changes in the environment, training takes the form of a never-ending process. Therefore, investing in human resources becomes essential as it fulfils both a motivational function (in the context of satisfying the need for self-realisation) and results in an expected increase in the quality of task performance. Given the changing nature of work, there is an increasing demand for employees with a high level of competence, skills, knowledge, motivation and experience, as well as ready to work in changing conditions (Jankowska, 2013).

The Law on Local Government Employees aims to guarantee the professional performance of public tasks by the local government, and more specifically by local government employees (Art. 1). This is ensured primarily by the provisions:

- specifying the qualification requirements to be met by local government employees (Art. 5(2) and 6),
- on periodic reviews of such staff (Art. 27 and 28),
- and imposing an obligation to continuously improve professional skills and qualifications on local government officials (Article 24.2.7) (Jochymczyk et al., 2011).

These provisions are complemented by Art. 29 of the Act, according to which local government employees take part in various forms of increasing knowledge and professional development. These may include: postgraduate studies, courses, training, conferences (Jochymczyk et al., 2011). Local government units are obliged to provide for the necessary funds in the financial plans of their units and facilitate participation in these forms of education for their employees by providing adequate funds for training, so as to at least partially finance the costs of raising qualifications. It constitutes a material guarantee of raising knowledge and professional qualifications (Rotkiewicz, 2016).

In local government, legal regulations on planning career paths of local government employees are not detailed and obligatory enough to define and impose the way of professional development of these employees. The high degree of discretion entails a different level of advancement of offices in this area, which means that there are both very advanced offices and those in which nothing is done in this regard.

Recruitment, selection, training and professional development of clerical employees are only part of the HRM process in public administration. During the employment relationship, the employee is evaluated. In principle, these are classic instruments of human capital management, but they remain a very important element of this process in any organisation, including public ones (Wiśniewska-Mikosik, 2013).

A periodic appraisal system should be understood as a repetitive process, performed within an agreed timeframe, oriented towards development, which is carried out by persons properly prepared on behalf of the organisation. It is conducted in order to objectively and professionally analyse the effects of work, the need and development potential of employees, which is necessary for proper planning and conducting activities from the field of HRM of the organisation in accordance with its strategy and mission (Juchnowicz, 2010).

The A.l.e. assumes the obligation to carry out periodic evaluations of employees and specifies how this evaluation is to be carried out, in what form, at what time, who is to carry it out, what are the means of appeal, as well as describes the consequences of negative evaluations (Szaban, 2011).

Periodic evaluation within the meaning of this Act applies to employees employed in a clerical position, including a managerial clerical position. Other local government employees may be evaluated on the basis of the provisions of the Labour Code and with the effects provided for in this Act (e.g. promoting, rewarding or punishing the employee) (Jochymczyk et al., 2011).

Pursuant to Article 27(2) of the A.l.e., the appropriate entity to perform a periodic appraisal is the direct supervisor, i.e. head of the desk, head of the department as well as head of the office. The legislator considered that the direct superior has the best knowledge of the work of the assessed person (Rotkiewicz, 2016). This evaluation is done in a written form. The frequency of the evaluation was determined by two parameters: minimum - not less frequently than once every 2 years and maximum - not more frequently than once every 6 months (Jochymczyk et al., 2011).

A local government employee has the right to appeal against the periodic assessment. The appeal is lodged with the head of the unit within 7 days of the date of service of the assessment (art. 27 section 5 of the A.l.e.). The appeal must be examined within 14 days of the date of lodging it (Art. 27(6) of the A.l.e.). Within this period, a decision must be taken on the appeal, i.e. acceptance or rejection (Jochymczyk et al., 2011).

Currently, the manner and scope of periodic evaluations is not imposed by regulation. Detailed regulations in this respect are determined by the manager of a local government unit by way of a regulation. The manager determines, among others, the manner of conducting assessments, the periods which the assessment concerns, the criteria on the basis of which the assessment is prepared and the scale of periodic assessments. When taking these aspects into account, he/she takes into account the necessity of correct assessment and the specificity of the functioning of a given unit (Art. 28 of the A.l.e.).

On the basis of the provisions discussed above, the doctrine formulates proposals for the proper conduct of periodic assessment (Table 2).

Table 2.*Instructions for conducting periodic assessment of local government employees*

| No. | Step description |
|-----|---|
| 1. | Conducting a written periodic assessment of a local government employee by the immediate supervisor. |
| 2. | Prompt delivery of the assessment to the employee and to the unit manager by the immediate supervisor. |
| 3. | Possibility to appeal against the assessment within 7 days of its service to the head of the unit. |
| 4. | Consideration of the appeal within 14 days of its service by the head of unit. |
| 5. | If the appeal is upheld, the head of unit shall either amend the assessment or make it a second time. |
| 6. | In the event of a repeated negative evaluation, the head of the unit is obliged to terminate the local government employee's employment contract with a period of notice. |

Source: own work on the basis of: Rotkiewicz M.: op. cit., p. 224.

3. Test results

The objective of the conducted research was to make an analysis and qualitative assessment of the process of human resources management in local government units and to show the influence of this process in local government on the efficiency and effectiveness of its functioning. In the paper, the method of analysis and critical evaluation of the literature related to the topic of the work and the analysis of documentation was applied. The method of participant observation and individual case study of the examined public organisation were also used. Conclusions, on the other hand, have been drawn from the adopted theoretical views, based primarily on the specialist literature on the subject and the A.l.e., as well as from the conducted research. In the study, local government employees employed in a municipal office were subjected to research. It was conducted among 60 people. The research methodology that was used in the study is a quantitative method. A survey consisting of 10 closed questions of single and multiple choice was conducted among the employees.

The first question sought to identify the definition of human resource management with which employees most identified (Figure 1).

Almost half of the people - 41.7% chose the notion of HRM as the perception, retention, development of employees and effective use of the potential inherent in human resources. The next most frequently chosen definition was the understanding of HRM as an approach to the process of managing the most valuable asset of the organisation, which are its employees (35%). In contrast, none of the respondents identified with this notion as not important what the HRM process does, but what it leads to.

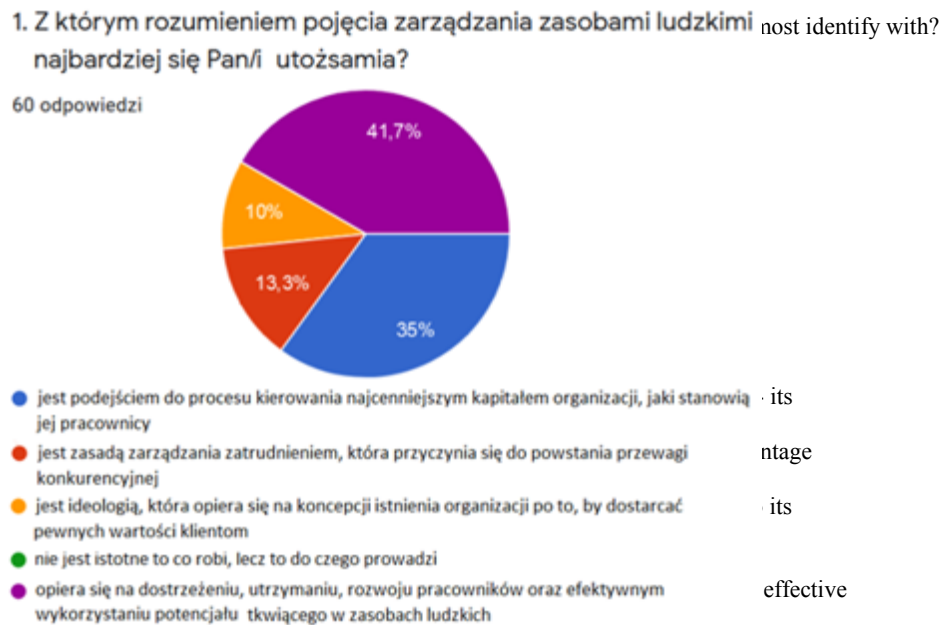


Figure 1. Which understanding of the concept of human resource management do you most identify with? Source: own work based on survey.

In the next question, employees were asked to indicate which elements of the HRM process they think are present in the analysed organisation (Figure 2).



Figure 2. Which elements of the human resource management process are present in your organisation according to you? Source: own work based on survey.

The respondents had a choice of 6 elements of the HRM process. The vast majority indicated the following elements: recruitment and selection (88.3%) and employee assessment (81.7%). Only 18.3% of the respondents believe that there is a process of motivating employees in the unit. Such a low result of this element in comparison with the others is very alarming, because the process of motivating is very important for the proper functioning of every organisation. On the other hand, such a numerous indication of the elements of recruitment and selection, employee assessment and adaptation results from the provisions of the A.l.e. which regulate these issues.

What type of recruitment is used in your workplace?

3. Jaki rodzaj rekrutacji jest stosowany w Państwa miejscu pracy?

60 odpowiedzi



Figure 3. What type of recruitment is used in your workplace? Source: own work based on survey.

The next question concerned the recruitment methods used in the office (Figure 3). Respondents had a choice of three answers: external recruitment, internal recruitment or both. Almost all (93.3%) believe that the office uses both external and internal recruitment.

In the next question, the respondents were asked to answer a question on the recruitment tools they used when applying for employment in the office (Figure 4).

The respondents had a choice of seven recruitment tools. Most of them were used in similar extent. The least frequently chosen tool was the references (13.3%).

Which recruitment tools did you submit when applying for the position?

60 answers

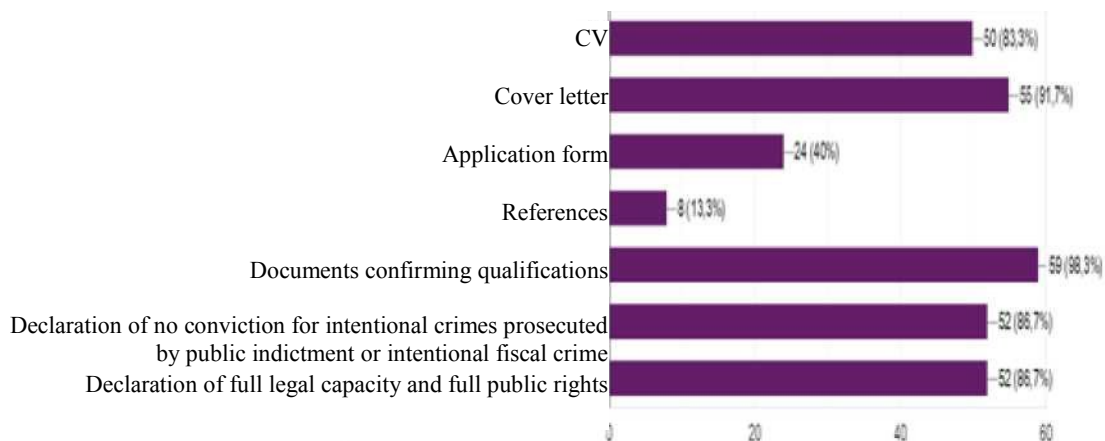


Figure 4. Which recruitment tools did you submit when applying for the position? Source: own work based on survey.

Another question concerned the issue of employee motivation in the surveyed organisation (Figure 5). The question aimed to verify whether, in the opinion of the respondents, the employer offers numerous and diverse elements of motivation.

The respondents had a choice of as many as 12 elements of motivation. Most of the respondents indicated three motivation elements present in the organisation: additional life insurance (78.3%), sports system on preferential terms (76.7%) and co-financing of education costs (73.3%). None of them indicated additional holiday days, so it can be concluded that this element is definitely not present in the surveyed organisation.

Which of the following elements of the incentive system are used in your organisation?
60 answers

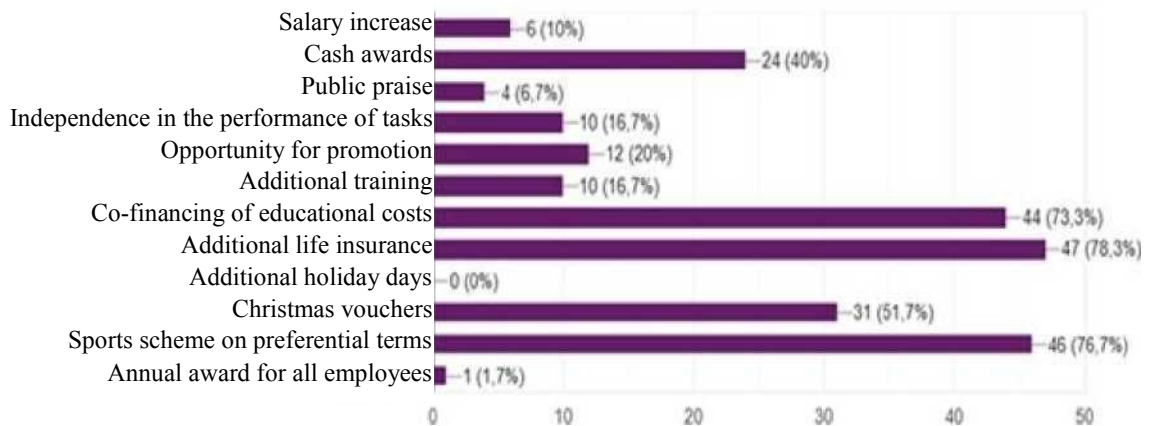


Figure 5. Which of the following elements of the incentive system are used in your organisation?
Source: own work based on survey.

The next question was linked to the previous one. The question aimed to indicate which, in the opinion of the respondents, are the most effective ways of motivation and whether they overlap with the elements of motivation present in the office. Respondents were allowed to select up to three ways that were most effective in their opinion. The answers to this question were very diverse (Figure 6).

Which of the given ways of motivation do you think is the most effective?
60 answers



Figure 6. Which of the given ways of motivation do you think is the most effective? Source: own work based on survey.

Respondents in this question had a choice of ways of motivation, which were also included in the previous question. Only three of them were indicated by more than half of the respondents: a salary increase (88.3%), the possibility of promotion (81.7%) and cash rewards (55%). None of the respondents indicated public praise, additional life insurance and a sports system on preferential terms.

The next question concerned the frequency of organised training to improve employees' qualifications (Figure 7). The purpose of the question was to establish whether the employer cares about the development of both its employees and the office.

7. Jak często w Pana/i organizacji są organizowane szkolenia dla pracowników podnoszące kwalifikacje? improve their skills
60 odpowiedzi

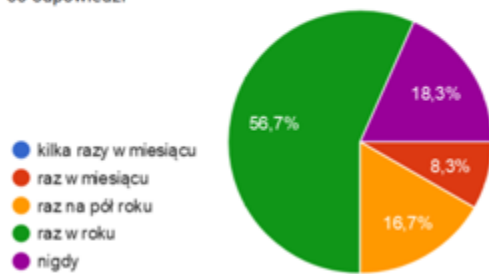


Figure 7. How often is your organisation organising training for employees to improve their skills? Source: own work based on survey.

Respondents in this question had a choice of five frequencies of organised training in the surveyed unit. Most of them, because more than a half of them, think that trainings improving employee qualifications are organised once a year (56.7%). According to 18.3% of employees the employer does not organize trainings, which does not show well for the workplace. Slightly less respondents are of the opinion that trainings take place once in half a year (16.7%). Only 8.3% of the respondents indicated the frequency of training once a month. None of them think that trainings in the surveyed organization are organized several times a month. Such ambiguity of answers may be related to the fact that the surveyed employees are employed in different positions and have different training needs.

The next question also referred to the organised training in the surveyed entity. The answers to this question were to determine what the organised trainings have the strongest influence on in the organisation (Figure 8).

Each of the possible answers was indicated by more than half of the people surveyed. One of the respondents added her own answer, more precisely, according to her, the organised trainings have the strongest influence on potential equalisation of employees' knowledge in the discussed issue (1.7%). Thus, it can be seen that training is a very important motivational factor as it affects many aspects and develops both the employees and directly the organisation itself.

What do you think the organised training has the strongest impact on?
60 answers

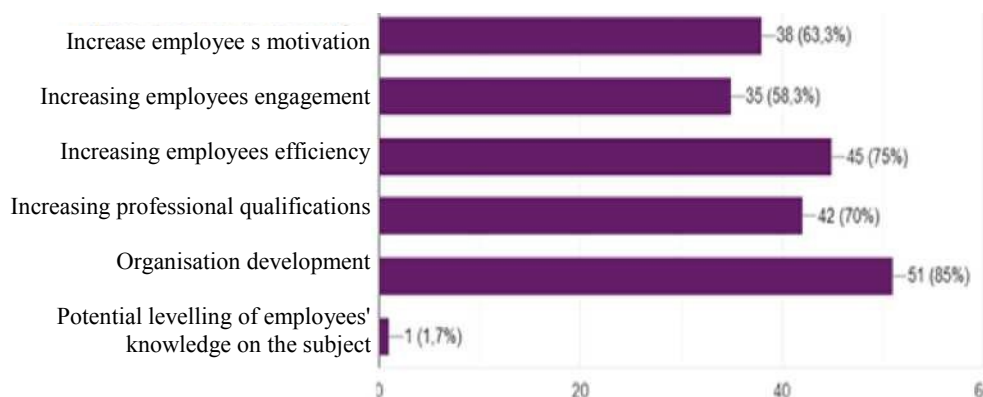


Figure 8. What do you think the organised training has the strongest impact on Source: own work based on survey.

The next question sought to gather opinions on employee evaluations and how they are used by the employer (Figure 9).

According to more than half of the respondents (63.3%), employee appraisals in the surveyed unit are used as a reason for terminating the employment relationship. On this basis, it can be concluded that in the opinion of the majority of employees, the appraisal process is not perceived as a positive phenomenon. Slightly less than half of the respondents indicated that employee evaluations are used for training (48.3%) and salary increases (45%).

According to you, the results of employee appraisals are used as a basis for:
60 answers

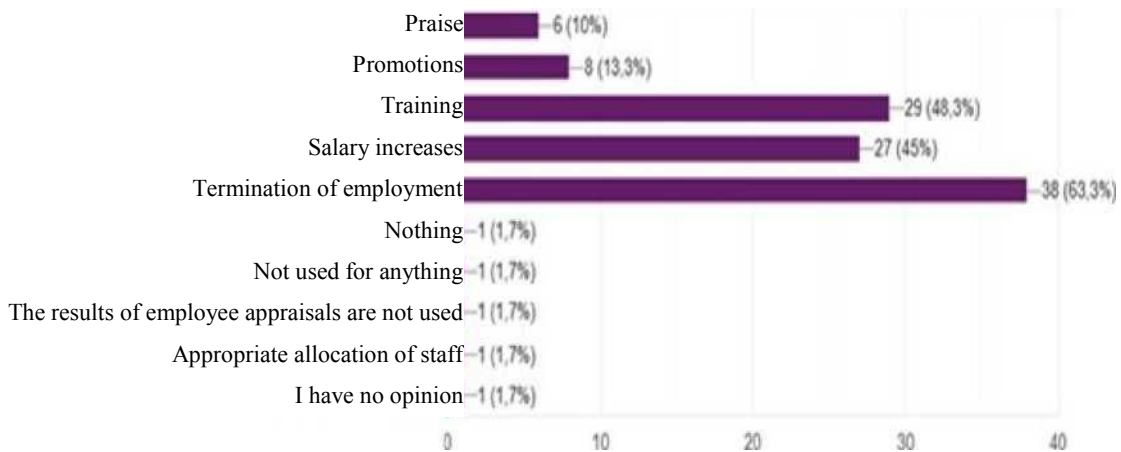


Figure 9. According to you, the results of employee appraisals are used as a basis for. Source: own work based on survey.

In the last question, the respondents were asked to express their opinion on 15 statements regarding the human resource management process in the surveyed unit. Respondents were asked to rate each statement using a five-point scale (Figure 10).

10. Please express your opinion towards the following statements:

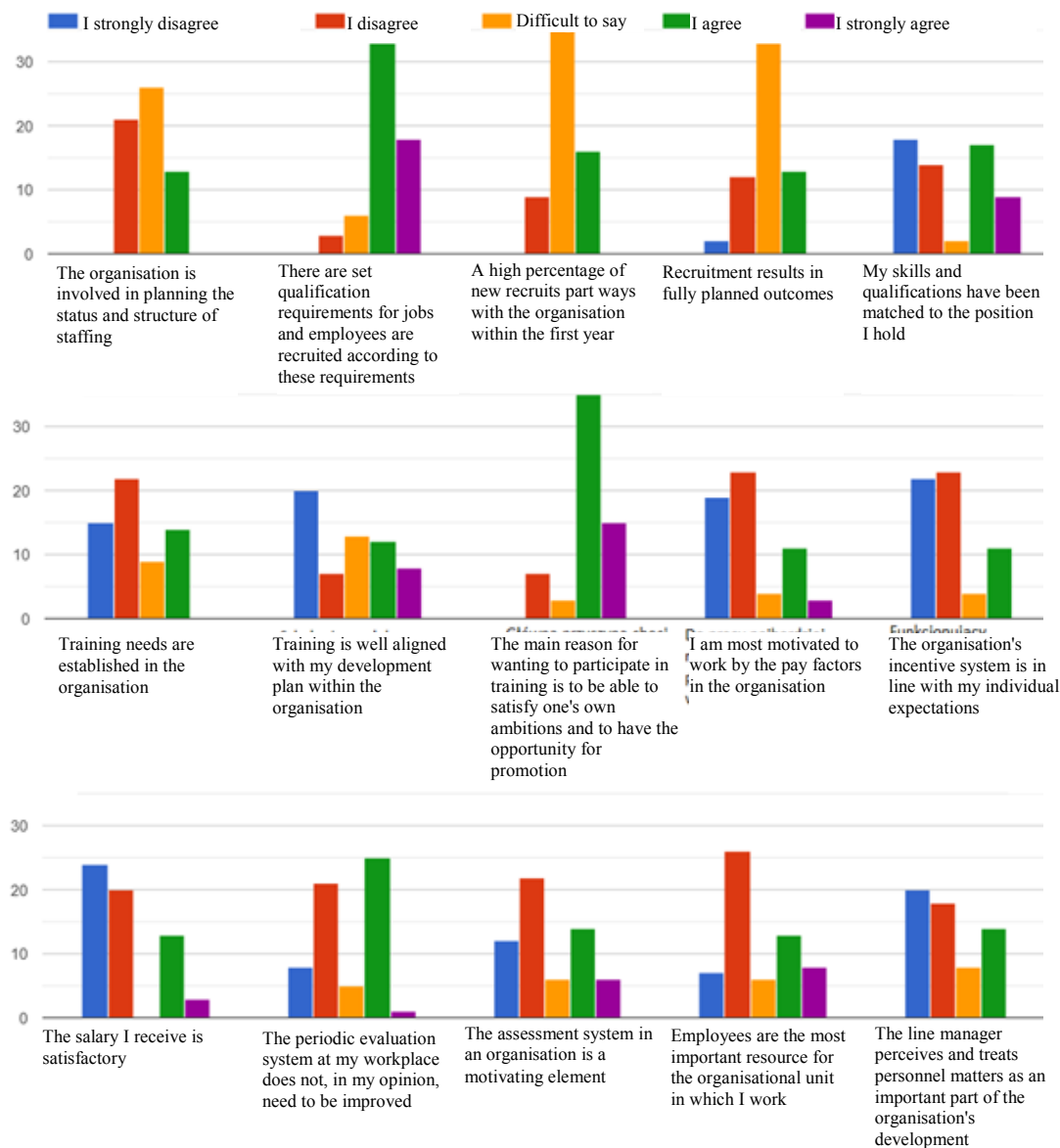


Figure 10. Please express your opinion towards the following statements Source: own work based on survey.

Some of these results are especially important and interesting. Most of the respondents (85%) agree with the statement that there are established qualification requirements for certain jobs and employees are recruited according to those requirements. They also agree that the reason of participation in training is to be able to satisfy one's own ambitions and to have the opportunity for promotion (83%). At the same time many respondents (55%) disagree with the statement that the employees are the most important resource for the organizational unit in which they work. Such a result suggests that they do not feel like an appreciated part of an organization. This is also shown in the high disagreement (63%) with the statement that the line manager perceives and treats personnel matters as an important part of the organisation's development. What is more, surveyed employees believe there is a discrepancy between the organisation's incentives system and their individual expectations (75% of respondents disagree

that the system meets their expectations). Finally, majority of the respondents do not think that their salary is satisfactory (73%) and that periodic evaluation system is motivating them (57%). In view of the above, a highly surprising notion is the fact, that 42% of respondents believe that the motivation system does not need any improvement.

4. Recommendations and conclusions

The research carried out showed that local government units are active in the area of HRM, i.e. they improve the recruitment process, carry out periodic assessments and develop an employee development plan, but do not create a coherent process and limit themselves to the obligatory minimum.

The reasons for negligence in the field of HRM in offices are mainly due to the inconvenient influences of the changing environment and inactivity of local government authorities, office management and employees themselves. On the other hand, the positive influence in this area is exerted by the legal regulations in force, first of all by the Act on local government employees and the local government system acts, which define both the status of local government and the legal status of local government employees.

Unfortunately, local government authorities, on which the quality of human resources depends to a large extent, are still not convinced that an investment in the organisation's most valuable asset - its employees - is an investment in the development of the local government unit, as well as in the quality of services it provides. The rate of return on investment in human resources is high, but it is spread over time, so the tenure of local government does not have a positive impact on its implementation.

In most of the units, local authorities are so preoccupied with current problems, political struggles, lack of funds in the budget and the search for personal benefits, that they are reluctant to implement innovative management concepts that modernise the functioning of the local government, but prevent private interests.

Through the implementation of human resources policy in the local administration and its recognition as a key task influencing directly the professionalisation of the office's activities, the development of local government units has taken place recently. Irrespective of the top-down legal regulations, as well as restrictions in the employment and remuneration of local government employees, the management of the office and persons dealing with personnel policy and human resources management aim both at the development of local government units and strengthening the competitiveness of offices through a reliable approach to all stages of HRM, i.e. human resources planning, recruitment and selection, adaptation, motivation, training and development, as well as assessment of employees, thus contributing to the satisfaction of local communities and meeting their needs.

In conclusion, it should be noted that the local government administration must strive to fill job positions with professional, competent and properly prepared employees. A qualified official should be able to combine a personal career with work in local government, regardless of the prevailing political party. The degree to which the mission of a given office is fulfilled, as well as its efficiency of operation, depend on the skills, competences and commitment of local government employees (Góral, 1999).

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