THE USE OF InCaS MODEL FOR ESTIMATING THE VALUE OF HUMAN CAPITAL IN FUTURE-ORIENTED ORGANIZATIONS

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Abstract

Human capital is a term whose importance has grown over thirty years, both in theory and in practice. Professional competences, social competences, employees' motivation, leadership ability, loyalty, creativity, flexibility and other know-how resources have become increasingly an important component of the market value of many business entities. In 1990s, the general approach was that the essence of HR management was to identify the best solutions, which can be designed and then implemented in an organization. For over thirty years attempts have been made at developing uniform methods and models for identification and valuation of human capital. A number of various financial and qualitative models have been developed globally for measuring human capital.

The author claims that it is "Intellectual Capital Statement – Made in Europe" (InCaS) that constitutes a particularly useful, complex tool to assess, report and develop the human and intellectual capital of a future-oriented organization. In Europe, the InCaS project is implemented in 25-SME companies. Little by little, the application of this model into practice has gained interest of other individual entities in Europe. The InCaS project is being also implemented in five SME companies in Poland. The paper shows practical application of InCaS concept for measuring and presenting human capital on the example of a modern company operating in the industry of IT services in Poland. InCaS model shows particular human capital factors with their weak and strong points in future-oriented organization. It identifies areas with the most vital necessity of intervention in order to make the objectives set by the HR management of an organization possible to achieve.

Key words: Human resources management, human capital, intellectual capital, intellectual capital statement, methods for human capital identification and valuation, human capital of small and medium enterprises (SME).

Classification JEL: M12 – Personnel Management

1   Introduction

For over thirty years attempts have been made in developing uniform methods and models for identification and valuation of human capital. All over the world a number of various financial and qualitative models have been developed for measuring human capital. This capital description is usually provided by means of quality or mixed models, with the financial model remaining less popular. In case of data presentation with the use of financial ratios, the most often emphasized items are a historic cost of acquisition and training of human resources.

The author claims that it is "Intellectual Capital Statement – Made in Europe" (InCaS) that constitutes a particularly useful, complex tool for intellectual capital measuring. InCaS project initiated in 2006 by the European Commission as part of the EU's 6th Framework Program, is carried out by CEA-PME, a Brussels-based European association of small and medium enterprises (SME), and by Fraunhofer IPK Division Corporate Management in Berlin. The aim of the project is to bring the global intellectual capital management and reporting experience to European SMEs. In Europe the InCaS project was implemented in 25 pilot-SMEs. In the later period, the application of InCaS model in practice has gained interest of other individual entities in Europe. In Poland the InCaS project is implemented in 5 pilot-SMEs, one of which is BLOOMING Technologies Sp. z o.o. *(Szczepankiewicz, 2011, p. 186; Sikora, 2007, p. 2).* The InCaS project is coordinated by Polish Confederation of Private Employers Lewiatan.

The objective of this paper is to present the concept of human capital and its role within a future-oriented organization. The article shows application of InCaS project for measuring and

presenting human capital in 25 pilot-SMEs in Europe, including 5 pilot-SMEs in Poland. The paper also shows practical application of InCaS concept for assessment, report and development of the human capital using the example of a modern company in the area of IT services in Poland – BLOOMING Technologies Sp. z o.o.

2   Human capital measuring with the use of InCaS model in company in Europe

Intellectual Capital Statement – Made in Europe is a modern complex tool for monitoring, controlling and improvement of intellectual capital management processes. It simplifies decision-making processes related to present and future functioning of a business entity. It influences improvement of efficiency, market competitiveness of a business entity and may contribute to its gradual and sustainable development *(Szczepankiewicz, 2011, p. 186).*

The InCaS model mentions three intellectual capital elements which should be identified, measured and presented in statement *(InCaS, 2008; Intellectual Capital Statement, 2008; Mertins, Wen-Huan, Will, 2009):* human capital (professional competences, social competences, employee motivation, leadership ability), organization capital and relational capital.

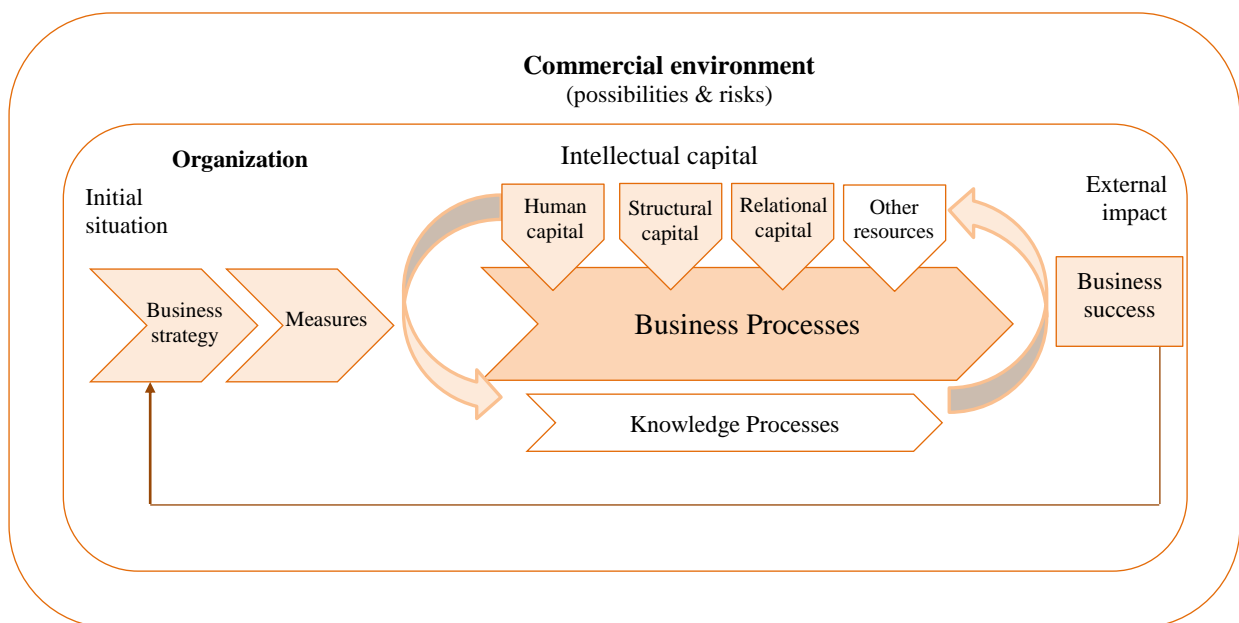The InCaS structural model is presented in Figure 1.

Figure 1: The InCaS structural model

Source: Soumet, 2007, p. 3

The InCaS model has been used to measurement of human capital in many organizations in Europe. Table 1 defines human capital factors included in the analysis of the business entities in Europe under study *(the InCaS Project 2006-2008 in small and medium enterprises).*

Table 1: Definitions of the human capital factors included in the analysis of the business entities in Europe under study

Human capital factor		Definition
HC-1	Professional Competence	The expertise gained within the organization or in the employee's career, higher education. Practical skills of an employee developed inside and outside the company, professional training, courses and seminars training, as well as practical work experiences gained on-the-job and in-house training (expertise and engineering know-how, languages, computing training, other professional competence: technical competence (know how) and relational competence (how to be). Skilled full time employees, self-contracted employees, as well as external experts.
HC-2	Social Competence	Know-how in term of relationship with other people. The interpersonal skills to build partnerships, team-working, communicate and discuss in a constructive manner in order to enable a comfortable cooperation. The competence of handling critique and risks as well as delivery against tight deadlines. The ability to learn and to accept opinions of others, acceptance of critics as well as the creativity and flexibility of individual employees. The competence of communicating with employees and clients, negotiation skills as well as establishing contacts with possible customers. The ability to transfer knowledge in a structured organization (experience in teaching).
HC-3	Employees Motivation	The motivation to play a part within the organization. Employees committed to work, motivated to be a part of the organization and ability to work in team. The willingness to work as well as the willingness for an open knowledge exchange. Engagement and satisfaction with the labor situation, identification with the organization, sense and participation of achievement. Clear mission and clear roles defined, recognition as source of motivation and discipline. The motivation system must include a measurable way: salary situation, possibilities for a career development, work conditions etc.
HC-4	Leadership Ability / Managerial Skills	The ability to effective human resources management. The leadership ability to motivate and lead personnel. The leadership ability to implement, develop and communicate strategies and visions. Negotiation skills, assertiveness, creativity and consequence. The ability to ensure team security, delegate tasks and to manage a competent team, suited to the situation. This profile must include a measurable way: capacity of motivation in achieving the objective results and in the work daily tasks, capacity of transmitting this motivation to the team and ambition of a development in the career in organizations.
HC-5	Loyalty	Identification with the organization, its goals and achievements, sense of responsibility for task completion and decision making.
HC-6	General knowledge / Willingness to constant competence development	Self-reliance, resourcefulness, problem-solving skills, crisis handling skills, ability to reach a compromise. Need of employees self-motivated for continuous skills development
HC-7	Creativity	Openness to new challenges and new tasks, unprompted development of productivity improvement tools.
HC-8	Flexibility	Openness to new tasks.
HC-9	Expertise/ Sales and Marketing Competences/ Knowledge of foreign languages	Knowledge of Sales and Marketing. The ability to work with customers, negotiation skills. Knowledge of English, German, Spanish and other languages.

Source: Author's own study based on: InCaS, 2008; p. 25; Ahlers, 2007, p. 13; Boronat et al., 2007, p. 11; Gradišar et al., 2007, p. 7; Guimard et al., 2007, p. 9; Insunza, 2007, p. 10; Jamin, 2007, p. 7; Kavka et al., 2007, p. 7; Kos et al., 2007, p. 7; Luthun, 2007, p. 7; Meroño et al., 2007, p. 8; Šater et al., 2007, p. 7; Soumet, 2007, p. 7; Stemberger et al., 2007, p. 7; Stollsteiner, Stollsteiner, 2007, p. 7; Stüwe, 2007, p. 7; Tolios, 2007, pp.11-12; Ustaran et al., 2007, p. 10; Vélez et al., 2007, p. 8; Wissensbilanz, 2007, p.14; Wissensbilanz 2007/08, p.7; Kałużny et al., 2007, p. 12; Zyskowska, Seroczyńska, 2007, p. 7; Sworowski et al., 2007, p. 7; Kowalewski et al., 2007, p. 8; Sikora, 2007, p. 6

The factors for human capital included in the analysis of the business entity in Europe under study are presented in Table 2, as well as in Poland are presented in Table 3.

Table 2: Factors for human capital included in the analysis of the business entities in Europe under study

Business entity in Europe	Human capital factor (in %)								
	HC-1	**HC-2**	**HC-3**	**HC-4**	**HC-5**	**HC-6**	**HC-7**	**HC-8**	**HC-9**
Slovenia (5 enterprises)	100	100	100	100					
France (5 enterprises)	100	100	100	80					
Germany (5 enterprises)	100	80	100	80					
Spain (5 enterprises)	100	100	100	60					
Poland (5 enterprises)	80	60	80	100	60	80	20	20	60

Source: Author's own study based on: Ahlers, 2007, p. 13; Boronat et al., 2007, p. 11; Gradišar et al., 2007, p. 7; Guimard et al., 2007, p. 9; Insunza, 2007, p. 10; Jamin, 2007, p. 7; Kavka et al., 2007, p. 7; Kos et al., 2007, p. 7; Luthun, 2007, p. 7; Meroño et al., 2007, p. 8; Šater et al., 2007, p. 7; Soumet, 2007, p. 7; Stemberger et al., 2007, p. 7; Stollsteiner, Stollsteiner, 2007, p. 7; Stüwe, 2007, p. 7; Tolios, 2007, pp.11-12; Ustaran et al., 2007, p. 10; Vélez et al., 2007, p. 8; Wissensbilanz, 2007, p.14; Wissensbilanz 2007/08, p. 7; Kałużny et al., 2007, p. 12; Zyskowska, Seroczyńska, 2007, p. 7; Sworowski et al., 2007, p. 7; Kowalewski et al., 2007, p. 8, Sikora, 2007, p. 6

Table 3: Factors for Human Capital included in the analysis of business entities in Poland under study

Business entity in Poland	Human capital factor (in %)								
	HC-1	**HC-2**	**HC-3**	**HC-4**	**HC-5**	**HC-6**	**HC-7**	**HC-8**	**HC-9**
Agencja Rozwoju Regionalnego SA	Yes	Yes	Yes	Yes	Yes	Yes			
ŻAK Sp. z o.o.	Yes	Yes		Yes	Yes	Yes	Yes		
NEXBAU	Yes	Yes	Yes	Yes	Yes				Yes
Garten Polska			Yes	Yes		Yes		Yes	Yes
Blooming Technologies Sp. z o.o.	Yes		Yes	Yes		Yes			Yes
Summary:	80	60	80	100	60	80	20	20	60

Source: Author's own study based on: Kałużny et al., 2007, p. 16; Zyskowska, Seroczyńska, 2007, p. 7; Sworowski et al., 2007, p. 7; Kowalewski et al., 2007, p. 8, Sikora, 2007, p. 6 – 8

The InCaS model proposes a number of auxiliary factors designed to support ongoing analyses of human capital constituents by determining the current level of the target values. Such a comparison shows what corporate behaviors are the most desirable in the future. For the analysis of particular human capital elements, quality ratios and financial ratios are used, including ratios based on costs.

A detailed analysis of the indicators should focus on determining which human capital components *(Szczepankiewicz, 2011, p. 187):*

- Do not require intervention (no immediate action necessary).
- Have the largest room for improvement and should be further developed.
- Must be stabilized and further monitored.
- Must be regularly analyzed (action taken if and when required).

Sample analytical indicators for human capital factors *(the InCaS Project 2006-2008 in SMEs in Europe)* are presented in Table 4.

Table 4: Analytical indicators for human capital factors included in the analysis of the business entities in Europe under study

Factor	Indicator	Definition or unit of measurement
HC-1	Years of service	Average years of service of all employees (number)
	Number of employees with a university degree/ total in organization %	University diploma (bachelor's degree or above) (Number)
	Number of junior employees / total in organization	(%)
	Number of employees with completed apprenticeship	(Number)
	Number of unskilled employees (without apprentices)	(Number)
	Number of days used for further qualification	(Number)
	Number of employees' average age	(Number)
	Experience in years in the profession	(Number)
	Number of employees with a whole training course / Number of employees in organization	(%)
	Number of hours spent in training / Number of employees	(%)
	Employees skilled in advanced IT	Persons available from the database and defined access route to these persons (Number)
	Project Management	Persons skilled in project management of projects
	Experts / Trainers / Consultants	Persons with advanced technical knowledge, access to them (Number)
	Training in hours per person / year	(Number, hours/year)
	People with some language knowledge	(%)
	Percent of language knowledge 3rd degree from possible 3 languages/person	(%)
	Costs of hoisting of professional qualifications	Costs of trainings / general costs (%)
	Age distribution: Employees up to 25 years old Age distribution: Employees 26-35 years old Age distribution: Employees 36-45 years old Age distribution: Employees 46-67 years old	(Number)
HC-2	Conflict-free environment	Good relations among staff (Scale 1 − 5)
	Competence and ability improvement	(Scale 1 − 5)
	Teamwork	(Scale 1 − 5)
	Number of hours spent in horizontal training / Number of employees	(Number)
	Costs of hoisting of inter- personal qualifications	Costs of trainings / general costs (%)
HC-3	Motivation skills	Ability to affect the quality of work (scale 1 − 5)
	Motivation	Assessment of employer motivation system for employees (true / false)
	Proactivity	(Scale 1 − 5)
	Labour turnover: Inflow	(Number)
	Labour turnover: Outflow	(Number)

	Number of achieved targets	Ability to achieve targets (Number)
HC-4	Manager / Team Leader	Satisfaction and high opinion of customers (smooth project performance)
	Top level management	Performance and position of the company
	Days used for further qualification of executives	(Number)
	Degree of satisfaction with the management abilities of the executives.	
	Number of hours of the executives spent in training / (Number of executives	(Number)
HC-5	Motivating/loyalty factors	Salary situation, possibilities for a career development, work conditions, wages, benefits, study /training grants (Scale 1 – 5)
	Labor turnover: Outflow	(Number)
HC-6	Versatility of staff	Ability to work in various positions (true / false)
	Self-reliance	Crisis handling skills
	Number of employees self-motivated for continuous skills development	Persons available from the database, employees self-motivated for continuous skills development, ready for changes (Number)
HC-7	Number of innovations	Innovative ideas (Number)
HC-8	Knowledge of sales. The ability to work with customers, negotiation skills	Sales on advanced level
	Knowledge of Marketing	Marketing on advanced level
	English / other languages	Knowledge of English/other foreign languages

Source: Author's own study based on: Boronat and other, 2007, pp. 25-31; Gradišar and other, 2007, p. 18 Guimard and other, 2007, p. 21; Insunza, 2007, p. 29; Jamin, 2007, p. 20; Kavka and other, 2007, p. 18; Luthun, 2007, p. 7; Meroño and other, 2007, pp. 19-20; Šater and other, 2007, p. 18; Stemberger and other, 2007, p. 18; Stollsteiner and Stollsteiner, 2007, p. 19; Ustaran and other, 2007, pp. 22-26; Vélez and other, 2007, p. 25-24; Kałużny and other, 2007, p. 34; Zyskowska and Seroczyńska, 2007, p. 18; Sworowski and other, 2007, p. 26; Kowalewski and other, 2007, p. 22; Sikora, 2007, p. 17

In addition to the indicators presented in Table 4, the InCaS model can also be used to develop other indicators adapted to the specific nature of an organization and its business. This model is a perfect tool for demonstrating which human capital components have the largest room for improvement, and which of them should be developed, stabilized or further analyzed. The management obtains comprehensive information about actions necessary to stabilize or develop given human capital components in various areas of intellectual capital. Author believes that if such analyses are held regularly at predefined intervals (once a year), they can be supplemented with data from previous years in order to investigate progress rates.

3   Human capital measuring in entity operating in the industry of IT services in Poland

The research for the purpose of this paper has been carried out on the basis of self-evaluation questionnaires distributed among employees of a modern company – Blooming Technologies, operating in the industry of IT services in Poland. The company operates in an advanced technologies industry, mainly in telecommunications and information technologies. Blooming Technologies Sp. z o.o. provides professional project management, implementation and advisory services to its customers worldwide. This company is gaining a position of a solid service provider related to its customers and continuous development of the company's

competence center i.e. its employees, experts, consultants, partners and subcontractors *(Sikora, 2007, p. 4)*.

Table 5 defines human capital factors included in the analysis of the Blooming Technologies Sp. z o. o. under study.

Table 5: Definition of the human capital factors in Blooming Technologies Sp z o.o.

Human capital factors		Definition
HC-1	Expert/ Technical Qualifications	Skilled full time employees, self-contracted employees, external experts
HC-3	Motivation	Employees committed to work, motivated to being of a part of the organization, ability to work in team
HC-4	Leadership Ability/ Managerial Skills	Top level management, project manager, team leader – ability to effective human resources management, property management, budget control and management, tendering, time management, project schedule management
HC-5	Willingness to constant competence development	Need of employees self-motivated for continuous skills development
HC-8	Knowledge of foreign languages	Knowledge of English, Spain, Ukrainian languages

Source: Sikora, 2007, p. 6

Table 6 shows detailed results of identification and analysis of human capital factors in the company under study.

Table 6: Summary of values of each factor in human capital assessment in Blooming Technologies

Human Capital factors		Quantity (%)	Quality (%)	Regularity (%)	Mean value (%)	Room for improvement (%)
HC-1	Expert/ Technical Qualifications	50	70	30	50	50
HC-3	Motivation	-	50	50	50	50
HC-4	Leadership ability / Managerial Skills	65	80	60	68	32
HC-5	Willingness to constant competence development	70	70	70	70	30
HC-8	Knowledge of foreign languages	-	60	30	45	55
Mean value (%):		62	66	48	57	43

Source: Author's own study based on: Sikora, 2007, p. 13

On the basis of the data presented in Table 6 "Quantity" should be interpreted as the amount of the given feature (component) available in a given group of employees. In its turn, "Quality" for the same category denotes the level and the readiness to use the qualifications, social skills and experience for managerial purposes. In the same category, "Regularity" refers to the rate at which skills and experience are used at work. The mean value of quantity, quality and regularity forms the basis for determining the room for improvement (development) of the measured human capital factors.

In terms of quantity, expert/ willingness to constant competence development and managerial skills gained significant advantage over other human capital factors. Managerial skills were rated on the highest level in terms of quality, with expert/ technical qualifications and

willingness to constant competence development on a further position. In terms of regularity the highest rates were given to willingness to constant competence development and managerial skill. Knowledge of foreign languages, motivation and expert / technical qualifications needs to be regularly strengthened. It is the knowledge of foreign languages that shows the highest improvement potential.

The results of the analysis may be presented in a graphic form as a matrix of areas of the human capital factors management (Figure 2).
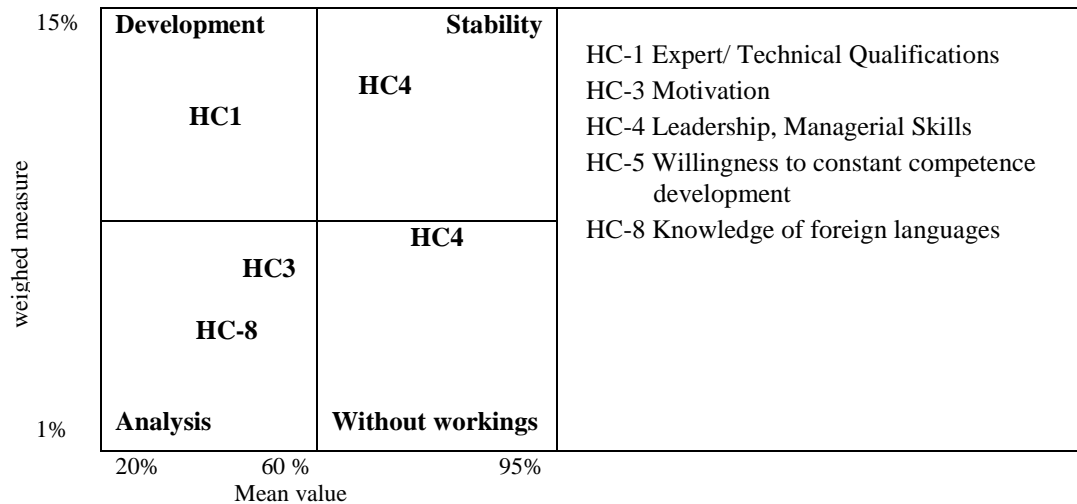

Figure 2: The matrix of fields of intervention in Blooming Technologies
Source: Author's own study based on: Sikora, 2007, p. 16

Strengths of Blooming Technologies Sp. z o.o. are: quantity and regularity of expert qualifications, quality of motivation and regularity of knowledge of foreign languages. These factors are of the highest improvement potential and they need to be developed to enable achieving strategic objectives for the company. Essential actions to be taken consequently are systematic acquisition of highly qualified specialists and experts. The motivation system must include in a measurable way: salary situation, possibilities for a career development, work conditions and etc.

For the analysis of human capital in the company under study, proper indicators were selected, taking into account needs and character of a business activity. For the analysis are used quality and financial indicators, including many indicators based on costs. Analytical indicators for human capital factors in the company under study are presented in Table 7.

Strengths of Blooming Technologies Sp. z o.o. are: employees skilled in advanced technologies (3G) and employees skilled in project management of telecom and IT projects, as well as knowledge of English, Spain, Ukrainian other foreign languages.

Such an analysis allows one to determine what action must be taken in order to stabilize or develop human capital components in each analyzed area.

4   Human Capital Benchmarking

Benchmarking is one of the tools allowing one to compare and analyze the experience and performance of others. It is an innovative, versatile and highly popular business concept. Today, benchmarking is applied at the top management levels for the purpose of improving such functions as e.g. strategic planning, HR management, financial management, logistic management, IT process management, environmental management, cost management or quality

management. Benchmarking is not copying – it is about drawing from the experiences of the best in order to creatively adapt them to one's own specific situation. Leveling out the differences between oneself and the leader in a given field by means of benchmarking allows companies to improve their own management processes and to support continuous learning. A number of different classifications of benchmarking can be found in literature, e.g. performance benchmarking and process benchmarking.

Table 7: Analytical indicators for human capital factors in Blooming Technologies Sp. z o.o.

HC Factor	Indicator	Definition	Unit	Current Value	Planned Value	Progress rate (%)
HC-1	Employees skilled in advanced technologies (3G)	Persons available from the database and defined access route to these persons	%	30	100	30
	Employees skilled in 2G solutions	Persons available from the database and defined access route to these persons	%	80	100	80
	Project Management	Persons skilled in project management of telecom and IT projects	%	40	85	47
	Experts / Trainers / Consultants	Persons with advanced technical knowledge, access to them	%	70	80	88
HC-3	Motivation	Assessment of employer motivation system for employees	scale	3	4	75
HC-4	Manager / Team Leader	Satisfaction and high opinion of customers (smooth project performance)	scale	4	5	80
	Top level management	Performance and position of the company	scale	4,5	6	75
HC-6	Number of employees self-motivated for continuous skills development	Persons available from the database, employees self-motivated for continuous skills development, ready for changes	scale	3	4	75
HC-8	English	English on advanced level	%	50	85	59
	Other languages	Knowledge of other foreign languages	%	5	35	14

Source: Author's own study based on: Sikora, 2007, p. 17

Performance benchmarking compares data on the levels of productivity and organization in economic and operating contexts. It is usually used in order to rate several companies in terms of their performance and to determine one's own position vis-à-vis others within the sector in question. Process benchmarking is used to identify the best operating practices in companies of similar functionalities, on the basis of assessing their cost efficiency. Process benchmarking concentrates on individual operating processes and procedures. It is efficient in supporting short-term performance improvements. Performance and process benchmarking is seen as a method of searching for and analyzing the best available solutions for the purpose of gaining knowledge allowing one to design and implement improvements. This is first of all a process of innovating rather than merely looking for the perfect model *(Szczepankiewicz, Zyznarska-Dworczak 2011, pp. 190 – 191, 193).* Table 8 presents synthesized results of data analysis for the human capital

factors of Blooming Technologies Sp. z o.o. and other business entities operating in Poland *(the InCaS Project 2006-2008).*

Table 8: Summary of values of each factor in human capital of the business entity in Poland

Human capital factor of the business entities in Poland:	Quantity (%)	Quality (%)	Regularity (%)	Mean value (%)	Room for improvement (%)
Agencja Rozwoju Regionalnego S.A.	75	52	67	65	35
ŻAK	68	60	57	62	38
NEXBAU	42	54	31	42	58
Garten Polska	55	62	43	53	47
Blooming Technologies Sp. z o.o.	62	66	48	57	43
Mean value (%):	60	59	49	56	44

Source: Author's own study based on: Kałużny et al., 2007, p. 24; Zyskowska, Seroczyńska, 2007, p. 10; Sworowski et al., 2007, p. 16; Kowalewski et al., 2007, p. 15; Sikora 2007, p. 12

Blooming Technologies Sp. z o.o. and mean value of business entities in Poland *(the InCaS Project 2006-2008)* are presented in Figure 3.
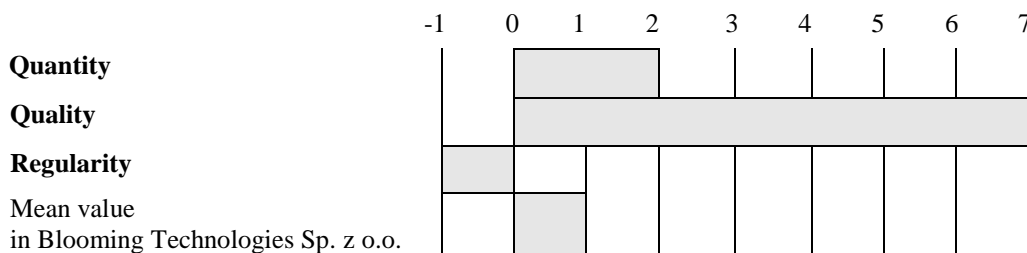

Figure 3: Human Capital Benchmarking: value of quantity, quality and regularity of human capital in Blooming Technologies Sp. z o.o. in light of mean value in business entities in Poland
Source: own study

Quality of human capital factors in Blooming Technologies Sp z o.o. was rated on the highest level (+7) in light mean value in business entities, operating in Poland. Regularity (-1) in Blooming Technologies Sp z o.o. shows the highest improvement potential.

4   Conclusion

Professional competences, social competences, employees' motivation, leadership ability and other know-how resources are concepts whose importance has recently grown, both in theory and practice. Human capital is a notion whose importance has recently grown, both in theory and practice. This capital has become an increasingly important component of the market value of many business entities.

The InCas model allows for estimating inter alia human capital values. This model shows particular human capital factors with their weak and strong points. It identifies areas with the most vital necessity of intervention in order to make the objectives set by the management of an organization possible to achieve. Those business entities that try to measure human capital gain a number of benefits. The key benefit is that the very preparation for drawing up a report on this type of capital requires one to rearrange, unify and/or improve corporate management principles in this respect. A report on human capital is also a perfect public relations and marketing tool.

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