

## PRESENT STATE OF ORGANISATIONAL ARRANGEMENT OF HUMAN RESOURCES MANAGEMENT

ANNA KACHAŇÁKOVÁ – KATARÍNA STACHOVÁ – ZDENKO STACHO

### Abstract

Good functioning of the human resources management presupposes creation of adequate organisational preconditions, involving the existence of human resources management department, its size, structure and responsibility, established with regard to particular conditions of the given organisation. However, human resources management departments have to increasingly prove effectiveness of their functioning and demonstrate their impact in organisational management at the time of crisis. We can assume that besides other reasons, this situation is due to the overall trend of delegation of several human resources management activities to line management, caused by the need of fast and flexible management of people, management levels reduction, the need to draw more attention to motivation and engagement of employees as well as increased selection and monitoring of costs in relation to activities of individual departments. Also in the sphere of human resources management, we have to get used to changes and learn to cope with new impulses and situations occurred in the world economy globalisation process. At present, that predominantly includes spreading effects of global financial and economic crisis, influencing all spheres of life in Slovakia. Handling this situation presupposes flexibility in assessment of changes in environment where organisations operate, ability to detect all positive as well as negative impacts and situations, and formulation of measures to enhance their own position sensibly and cautiously. Due to the need of focusing of organisations on comprehensive arrangement of human resources management, in questionnaire researches, we focused on finding out whether and to what extent organisations operating in Slovakia focus on human resources management arrangement.

**Key words:** human resources management, outsourcing of personnel activities, organisational strategy, functional strategies, departments of human resources management, organisations operating in Slovakia.

**JEL classification:** M12 – Personnel Management.

### 1. Introduction

Workforce in organisations is most significantly influenced by how the department of human resources management, personnel department, personnel professional, respectively employee responsible for human resources management can fulfil two key tasks, in particular (*Kachaňáková et al., 2012, p. 14*):

- Securing necessary number of employees in required professional and qualification structure and in dynamic accordance with strategic goals of the organisation.
- Coordination of employee behaviour with strategic goals of the organisation.

Effective fulfilment of these tasks requires a broad range of various activities identified as human resources management functions. Objective of systematic management of these functions is to secure optimal usage of human potential and investment potential invested in them to achieve objectives of the organisation, and at the same time to create a basis for satisfaction of employees with work carried out and their motivation (*Kocianová, 2010, p. 9*).

Globalisation dominates competitive horizon. This motion is not new, however intensity of the problem and related challenges is new (*Ulrich, 2009, p. 22*). Human resources management in individual organisations has been taking a modified form adapted to present situation resulting from the globalisation process of world economy and, currently, predominantly from spreading effects of the global financial and economic crisis. Comprehensively grasped efficiency of organisations as the key factor of success and

establishment in a demanding competitive environment and searching for ways how to achieve it is one of the most frequent issues within current efforts to enhance organisational management (*Kachaňáková et al., 2012, p. 211*). Departments of human resources management have to prove effectiveness of their functioning much more during the time of crisis, since a tendency to attribute position and significance to human factor only after activities focused on technical and economic problems still prevails under our conditions. It often happens in practice that issues regarding human resources are only dealt with marginally, while whole teams of experts work on solutions of economic, technical and legal problems (*Halík, 2008, p. 10*). As Thorney and Pellant state, human resources are currently one of the most undervalued and misunderstood functions in companies (*Thorney et al., 2007, p. 5*). Besides decentralisation of personnel activities to line managers, also human resources management activities are being outsourced, particularly those carried out as single or supplementary ones.

In 1999, a fast entrance of what experts call “full spectrum outsourcing” was recorded, representing delegation of transactional features of several key processes of human resources management to an outsourcer at the same time. It means a radical reorganisation of services supplies at the level of organisation and helps dispose of all repetitive activities with low added value, and enables to focus on the crucial activities. It is at the same time presumed that through new structures, higher innovation and flexibility levels will be supported and a better access to new ideas from outside will be created. On the other hand, however, it is also necessary to see certain restrictions and risks like total failure of outsourcing, higher costs, lower quality, leakage of information, know-how, or loss of control over selected activities of human resources management. Besides very often outsourced salary administration, outsourcing companies are offering practically all activities of human resources management nowadays (*Blštáková, 2009, p. 115*). Success of outsourcing mainly presupposes respecting of the context of strategic framework of the organisation and change in thinking of all key actors engaged in the project execution. Many organisations were forced to reevaluate selection, or reintegrate some activities. This fact confirms that organisations do not always approach such changes on the grounds of thorough analysis, and often do not even have a clear idea on expected level of services provision.

Analysis of how organisations, operating in Slovakia, approach to the human resources management was carried out in the form of researches conducted over 2010, 2011 and 2012, always from February to May. Questionnaire was distributed in organisations with 50 and more employees. Upon determining a target group, depending on the size of organisation from the viewpoint of a minimum number of employees, we presupposed that organisations with the number of employees lower than 50 do not have a standardized and formally defined approaches to human resources management and to its individual functions. Collection, sorting and subsequent summary of information obtained from the researches was carried out from June to September each year. Mathematical and statistical methods were used upon processing of information, its analysis and comparison, and subsequently, qualitative methods were used upon their identification and evaluation. Within 1<sup>st</sup> phase of the research, 239 respondents have participated, and 340 respondents participated in 2<sup>nd</sup> and 3<sup>rd</sup> phases. Summary size structure of interviewed organisations is provided in Table 1, implying that organisations with the number of employees from 50 to 300 were most represented in the research each year.

In characterising present state and organisational arrangement of human resources in interviewed organisations, we focused on the following 4 spheres:

- Present state of human resources management departments in interviewed organisations.
- Arrangement of selected functions of human resources management.
- Existence of substantial documents in interviewed organisations.
- Main challenges in human resources management in interviewed organisations.

Table 1: Size structure of analysed organisations (source: own study)

Number of employees in the organisation	50 – 300 [%]	301 – 1 000 [%]	1 001 – 5 000 [%]	over 5 000 [%]
Share of organisations 2010	62	25	12	1
Share of organisations 2011	70	21	7	2
Share of organisations 2012	72	20	6	2

Individual spheres within the following subchapters of the contribution will be characterised and state declared by the organisations will be presented, and individual findings will be evaluated.

## 2. Present State of Departments of Human Resources Management in Interviewed Organisations

Armstrong defines human resources management as a strategically and logically arranged approach to management of the most valuable organisations have, i.e. people who work in the organisation, and thus help achieve goals of the organisation (Armstrong, 2007, p. 27). Key task of human resources management is to enable management to enhance individual and team impact of people on short-term and long-term success of the organisation (Armstrong, 1999, p. 22). With regard to this fact, we can say that the task of human resources management is, in the broadest notion, to help organisation be efficient and constantly increase its performance. Ensuring of this task is only possible through constant enhancement of utilisation of all resources the organisation disposes of, i.e. material resources, financial resources, information resources and human resources.

Human resources management is therefore directly focused on constant enhancement of utilisation as well as constant development of working capacity of the human resources. With regard to the fact that human resources also decide on utilisation of material, financial and information resources, human resources management implicitly decides on enhancement of utilisation of all other resources of the organisation (Koubek, 2006, p. 17). Aiming at finding out whether and in what extent organisations operating in Slovakia realise the necessity of the department of human resources management, respectively personnel department or the position of personnel professional in case of smaller organisations, we focused on finding answers to questions focusing on the existence of the department of human resources management in the organisation, on its managing employees and their possibility to engage in management of the organisation, also on elaboration, respectively non-elaboration of several documents important for the organisation from the viewpoint of human resources management, on the extent of arrangement, respectively outsourcing of individual functions of human resources management and on attitudes of managing employees to key challenges in the following three years for human resources management in analysed organisations.

## 2.1. Analysis of Present State of Departments of Human Resources Management

Human resources management is an activity whose attention is drawn to employees and which participates, with the other functional spheres of management, in fulfilment of goals of employees as well as organisation as a whole (Armstrong, 2009, p. 16). The existence of the department of human resources management, respectively personnel department is therefore considered as a significant characteristic feature of organisation with a direct relation to the key objective of our research. 66 – 70% of organisations had the department of human resources management, respectively personnel department or at least a personnel professional in the analysed years (Table 2).

Table 2: Existence of a department of human resources management, respectively personnel department (source: own study)

Existence of a department of HRM, respectively personnel department	Yes [%]	No [%]
Share of organisations 2010	66	34
Share of organisations 2011	70	30
Share of organisations 2012	67	33

We subsequently also focused on other facts having an impact on arrangement of human resources management in the organisation, particularly:

- A. We were finding out *from what sources the person, currently responsible for the issues of human resources management, was hired*. Goal of this question was to find out whether organisations prefer hiring employees for so strategic position from internal or external sources, and whether emphasis is also put on their practical experience in the given sphere. The research showed that organisations use external and internal sources to hire a person responsible for human resources management equally (Table 3).

Table 3: Where the person currently responsible for the issues of HRM was hired from (source: own study)

Person responsible for HRM was hired:	Share of organisations 2010 [%]	Share of organisations 2011 [%]	Share of organisations 2012 [%]
<b>From internal sources, particularly:</b>			
from among HRM department employees	23	28	24
from among employees but not at HRM department	27	30	26
<b>From external sources, particularly:</b>			
they worked as a personnel professional in other organisation	34	20	24
they did not work as a personnel professional and was not from the organisation	16	22	26

- B. We were finding out whether *person responsible for human resources management has a position in top management or other executive team of the organisation*. The research showed that although in more than three fourths of organisations, the person responsible

for human resources management has a position in management of the organisation, they do not in 23% – 49% of organisations. This amount is significantly increasing each year, as Table 4 shows.

*Table 4: Does the person responsible for HRM have a position in management of the organisation? (source: own study)*

<b>Does the person responsible for HRM have a position in management of the organisation?</b>	<b>Yes [%]</b>	<b>No [%]</b>
Share of organisations 2010	77	23
Share of organisations 2011	60	40
Share of organisations 2012	51	49

## **2.1. Evaluation of Present State of Departments of Human Resources Management**

Several entities (partners) enter management of employees, however departments of human resources management, personnel departments, respectively personnel professionals in small organisations play a decisive role. They guarantee fulfilment of goals and strategies of management in the given sphere, i.e. they coordinate and direct everybody engaged in management of people from the professional view. They ensure that management works effectively in all issues related to their employees and that the optimal conditions of utilisation of people's potential were created for their own benefit as well as organisation's benefit (Kachaňáková *et al.*, 2002). Based also on the given reason, we were interested within the researches what the present state in organisations operating in Slovakia is in this sphere. 66% of organisations had a personnel department or at least a personnel professional in 2010, 70% in 2011 and 67% in 2012, which represents a significant step forwards compared to researches conducted in 1998 and 2000 at the University of Economics in Bratislava (researches were carried out at comparable respondent samples), since participation of a person responsible for human resources management in the company management has increased by approximately 20% compared to 2000 (Table 5). The given implies that from formal point of view, conditions for development in the sphere of human resources management start being created.

*Table 5: Does the person responsible for HRM have a position in the company management? (comparison of years 1998, 2000 and 2010), (processed by the authors by comparison with results, Kachaňáková, Nachtmannová, Mulíková, 2002: Tendencies in Human Resources Management Development in Slovak Organisations. Economic Magazine, 50/2, p. 238)*

<b>Has the person responsible for HRM has a position in the company management?</b>	<b>Yes [%]</b>	<b>No [%]</b>
Share of organisations 1998	63	37
Share of organisations 2000	53	47
Share of organisations 2010	77	23
Share of organisations 2011	60	40
Share of organisations 2012	51	49

Within evaluation of present state of departments of human resources management, we were also analysing impact of the existence of departments of human resources management

on the size of organisation. Cross comparison of all three analysed years implied (Table 6) that the size of organisation has a direct impact on the existence of the department of human resources management, since while 51% – 59% of organisations with the number of employees from 50 to 300 have the department of human resources management, this number is higher than 85% in all bigger organisations.

*Table 6: Existence of the department of human resources management in relation to the size structure of organisations (source: own study)*

Existence of the HRM department	Number of employees in the organisation			
	50 – 300 [%]	301 – 1 000 [%]	1 001 – 5 000 [%]	over 5 000 [%]
2010	51	88	100	100
2011	59	96	100	100
2012	56	94	100	100

In the last decade, many experts in the sphere of human resources management pointed out the necessity that employees in human resources management were “key players” in establishment of substantial issues of the company (Ulrich *et al.*, 2005, p. 38). However, as Hammond states: “There is currently mostly no seat at the table for an expert in human resources management upon adopting substantial organisational decisions,” (Thorney *et al.*, 2007, p. 5). Within analysis of present state of the departments of human resources management, we also focused on the possibility of engagement and power of influence of this department upon identification of strategic goals of the organisation, its mission, organisational, personnel and ecological strategies and upon identification of recognised and preferred values in the organisation. The necessity to engage departments of human resources management in these organisational activities has already been demonstrated in many researches, however its putting into practice has been stagnating in many cases. Our research implied that 77% of persons responsible for human resources management had a position in top management in 2010, 60% in 2011 and 51% in 2012. Based on this negative trend, it is necessary to state that organisational managements still do not put respective emphasis on human resources management.

### 3. Ensuring of Selected Functions of Human Resources Management

Decision to arrange several functions of human resources management through external organisation has most commonly two reasons. One of them is the absence of expert workforce in the given issue, the second is transformation of the organisation into the most possible economic model of its financing, and thus it is more advantageous for them in many cases to delegate some selected functions under the competence of human resources management to external organisations.

#### 3.1. Analysis of Present State of the Arrangement of Human Resources Management Functions

Within analysis of present state of the arrangement of human resources management functions by organisations, we were interested in how many organisations and which functions are outsourced in the greatest extent. The research implied that in all analysed years, the average of 82% of human resources management functions were arranged by organisations themselves. Organisations outsourced education and development of employees in the greatest extent (Table 7).

Table 7: Arrangement of selected human resources management functions (source: own study)

To what extent are HRM functions arranged	Carried out by the organisation itself [%]			Outsourced [%]			Not carried out [%]		
	2010	2011	2012	2010	2011	2012	2010	2011	2012
Direct financial remuneration	79	86	88	7	13	11	14	1	1
Non-financial remuneration	76	80	82	17	7	3	7	13	15
Education and development	66	62	67	35	28	25	14	10	8
Dismissals	51	83	83	7	2	3	9	15	13
Hiring and selection of employees	71	88	91	21	8	5	8	4	4
Information service for management and employees	67	72	73	19	11	8	14	17	19

### 3.2. Evaluation of Present State of the Arrangement of Human Resources Management Functions

According to many experts, outsourcing of human resources management activities is becoming a significant global trend setting the future of human resources management, in spite of certain difficulties and prospective risks.

The research implied that organisations operating in Slovakia are currently carrying out individual human resources management functions on their own, or they do not carry them out at all (Table 6). Organisations use outsourcing mainly in the sphere of education and development of employees, which is probably due to the fact that many organisations, particularly smaller ones, do not have enough qualified trainers and educational centres, and therefore outsource this function.

Direct dependence was confirmed upon comparison of impact of the existence of the department of human resources management on carrying out individual functions on their own, which secondarily implies a direct dependence of the size of organisation on carrying out individual human resources management functions by the organisation itself.

## 4. Existence of Substantial Documents in Interviewed Organisations

Objective of the existence of organisational documents like strategy of the organisation and individual functional strategies is to secure conditions for conceptual work in organisations. While strategy of an organisation identifies objective of the organisation, functional strategies (marketing, manufacturing, innovation, personnel, financial, environmental, logistics, ergonomic, information, ethical, political and legal, or quality organisational strategy) are a short-term plan of individual key spheres. Each of them presents a detailed account of means used to achieve objectives in the following year, i.e. on how key functional spheres are going to be managed in the near future. Functional strategies help implement the main strategy through organising and activating special departments of the organisation (Sakál et al., 2007, p. 167).

Organisational culture has a separate position and impact on formation, creation and implementation of organisational strategy in practice, having a significant impact on how internal and external environment of the organisation accepts the strategy and its supporting functional strategies. All given documents are important not only for work in the sphere of human resources management but their particular definition and declaration also has a significant impact on how the organisation is perceived by its environment (*Kachaňáková, 2010, p. 105*).

Table 8: Spheres for which analysed organisations have elaborated documents (source: own study)

Has the organisation elaborated the following documents?	Yes, a document in written form [%]			Yes, a document in non-written form [%]			No [%]		
	2010	2011	2012	2010	2011	2012	2010	2011	2012
Mission of the organisation	73	71	65	16	13	14	11	15	21
Strategy of the organisation	76	68	64	17	18	14	7	14	22
Personnel strategy	54	53	51	24	26	22	22	21	27
Ecological strategy	44	39	43	19	16	11	37	45	46
Ethical code	58	53	49	16	18	18	26	29	33
Code of social responsibility of the organisation	31	23	23	19	20	18	50	57	59
Innovation strategy	39	23	26	23	26	23	38	51	51
Quality strategy		58	60		16	8		26	32
Ergonomic strategy		16	20		18	16		66	64
Organisational culture strategy	25	33	29	32	26	21	43	41	50

Note: With regard to the fact that not all documents were analysed in 2010 compared to other two years, the Table is not filled in completely.

#### 4.1. Analysis of Present State of the Existence of Substantial Documents

Creation and form of individual organisational documents is basically upon the decision of organisation's management (*Stýblo, 2003, p. 132*). Within realisation, respectively not realisation of the necessity of organisations to create individual organisational documents, we were finding out the existence, respectively absence of documents defining the mission of organisation, organisational strategy, personnel strategy, ecological strategy, ethical code, code of social responsibility of the organisation, innovation strategy, quality strategy, ergonomic strategy and organisational culture strategy. We were also interested in whether analysed organisations have these two documents in written or non-written form. The research showed that the organisation's mission and organisation's strategy are available in written, respectively non-written form in 85% of analysed organisations on average. Less represented are personnel strategy, ethical code and ecological strategy. Less than 40% of interviewed organisations have defined other documents like the code of social responsibility



of the organisation, innovation strategy, quality strategy, ergonomic strategy and organisational culture strategy in written form (Table 8).

#### **4.2. Evaluation of Present State of the Existence of Substantial Documents in Interviewed Organisations**

Aiming at finding out whether conditions for conceptual work in the sphere of human resources management have been created in organisations, we carried out an analysis of the existence, respectively absence of substantial documents in the organisation. Documents defining mission and strategy of the organisation, personnel strategy, organisational culture, environmental strategy, ethical code, code of social responsibility of the organisation and goals in the sphere of innovations are not only important in the sphere of human resources management but their particular definition and declaration also have a significant impact on how the organisation is perceived by its environment and all stakeholders.

The research showed that almost 90% of analysed organisations have mission and strategy of the organisation available in written, respectively non-written form, which results mainly from the fact that it would only hardly be possible to establish and find a position and sphere of activity on the market without defined vision, mission and goal of the organisation.

Mission and strategy of the organisation are directly related to personnel strategy, and therefore it sounds quite negative that only 54% of organisations have it available in written form. With regard to the fact that intentions of the organisation regarding direction and individual steps to be adopted upon carrying out personnel activities are defined in personnel strategy, it is not suitable that these materials are not available in the organisation, which also applies in case the organisation has a personnel strategy, however in a non-written form.

Quite low share of the existence of personnel strategy documents in written form subsequently and expectedly reflected in low share of the existence of documents like ethical code, code of social responsibility of the organisation, ergonomic strategy and organisational culture strategy. It is due to the fact that all these spheres are closely related to human resources management in organisation, which should be covered by personnel strategy as a priority.

Quite low share, from 33% to 44%, of analysed organisations have elaborated an ecological strategy, which is probably caused by the fact that Slovak legislation is only gradually and slightly affecting organisations and their ecological behaviour. Generally, it rather affects organisations by threats and financial sanctions for non-fulfilment of certain limits than by a systematic advantaging upon implementation of ecological principles. Europe 2020 strategy as well as “Europe using resources effectively” (i.e. support of transformation to low carbon economy using resources effectively, Europe should fulfil its objectives for 2020 regarding energy generation, power efficiency and consumption. That would lead to savings in oil and gas imports in the amount of EUR 60 billion by 2020) could contribute to a significant progress in this sphere (*The European Commission, 2010, p. 1*).

Last but not least, we were interested in whether organisations have defined innovation objectives in written form, which only proved in 40% of them. Innovation objective definition can be considered as a first step of the organisation in innovation “initiation”. Innovation as such is not only related to products and services of the organisation but also to changes in the organisation and its ability to react flexibly, to adapt to changes of the environment and to compete. Innovation is closely related to the need of innovative culture implementation in organisations, as the basis for each innovation is thinking and will of people, which is directly conditioned not only by their abilities but also by influence of the environment where they occur. The need of organisations to innovate is one of, if not the only way how to retain and evaluate organisation at present times affected by the economic crisis (*Stacho, 2012, p. 12*).

This trend is also supported within the EU by cohesion policy aims and Europe 2020 strategy, supporting smart growth, i.e. knowledge, innovation, education and sustainable growth, i.e. effectiveness of production with a direct impact on utilised amount and kinds of resources, while increasing competitiveness at the same time. With regard to the given facts, we can denote the found amount (40%) as low, since particular definition of innovation goal helps identify a particular process, i.e. process of innovation implementation.

## 5. Key Challenges for Human Resources Management in Interviewed Organisations

To plan and advance within their orientation, experts in each sphere also use, besides knowledge from the preceding development and knowing the present situation, various analytical methods to anticipate future advancement, trends and prospective challenges brought by their line of business. In order to anticipate probable advancement of human resources management, we asked for opinions of managing employees dealing with the given sphere in interviewed organisations. In this relation, we asked for their personal opinion on what they consider as three key challenges for human resources management in the upcoming three years (Table 9).

Table 9: Key challenges for human resources management in upcoming 3 years (source: own study)

Challenges for HRM in the upcoming three years:	Share of organisations 2010 [%]	Share of organisations 2011 [%]	Share of organisations 2012 [%]
Implementation, increase, more effectiveness and quality in education of employees	41	60	51
Hire, stabilize, retain qualified employees, respectively lower their fluctuation and rejuvenate staff	39	45	32
Enhancement of motivation of employees	20	22	14
Create, retain and increase quality of the HRM department	12	7	less than 7
Implementation and facilitation of remuneration of employees	10	16	11
Increase in productivity, effectiveness and work quality	10	15	less than 7
Enhancement of communication and interpersonal relationships	8	7	less than 7
Focus on organisational culture	7	9	12
Other ...	less than 7	less than 7	less than 7

Note: When answering the question: “What do you consider as three key challenges for HRM in your organisation in the upcoming three years?”, not all of the interviewed stated three challenges. Percentage expression of answers collected in 2012 is specific because of low number of answers. With regard to the fact that this question was open it was necessary to create certain broader spheres in which individual comments of respondents could be included.

Based on collected opinions of managing employees focused on human resources in analysed organisations, we can state their insight and competence in the sphere of human resources management as well as positive development in this sphere during 2010, 2011 and

2012. Most of them consider implementation, increase, higher effectiveness and quality of employee education as the biggest challenge for organisations. An increase in the given sphere in 2011 against 2010 can mainly be related to temporary enhancement of economic situation in individual organisations as well as the overall social environment. The second, most often stated challenge for organisations is to hire, stabilise and retain qualified employees, respectively reduce their fluctuation, and, in several cases, to rejuvenate the present state of employees. Challenge focused on enhancement of motivation of their employees was marked as the third most frequent one. In this relation, it is necessary to consider one of other stated challenges regarding implementation and facilitation of remuneration of employees as a particular tool of motivation of employees. All the given challenges are closely interrelated, since as long as employees are positively and appropriately motivated, it will be easier for the organisation to recruit and retain them. Financial remuneration has an irreplaceable role in the system of motivation of employees, and education of employees also represents one of significant possibilities how organisations can motivate them and enhance the human potential at the same time.

Yearly increase in marking the challenge of focus on organisational culture can also be evaluated positively, as appropriately set organisational culture significantly supports environment necessary to achieve a condition under which employees are willing to share information, communicate openly and thus be educated. It also contributes to retaining the key employees and functions as a positive motivator (*Cagánová et al., 2010, p. 52*). However, there were also organisations stating the only goal – “to survive the crisis”.

## 6. Conclusion

Due to changing conditions of external environment, changes are necessary not only in behaviour of organisations on the market, but also in their internal environment management, including all resources management. Higher resources flexibility and increased effectiveness of exerted costs are required. The existence of an adequate system of human resources management is also necessary in order to manage the effects of all changes in organisations successfully.

Research we conducted at the School of Economics and Management in Public Administration in Bratislava in organisations operating in Slovakia implied the following within the analysis of the level of present state and organisational arrangement of human resources:

- a) 66% of interviewed organisations had a department of human resources management, personnel department or at least a personnel professional in 2010, 70% in 2011 and 67% in 2012. The given values sound quite positively and can be perceived as the first formal step of organisations towards securing and creation of favourable conditions for comprehensive and systematic human resources management.
- b) Employee in charge of human resources management had a position in top management in 77% of interviewed organisations in 2010, in 60% of organisations in 2011, and in 51% of organisations in 2012. The given implies that by creating of human resources management departments, personnel departments or personnel professional positions, organisations declare their realisation of the importance of comprehensive human resources management only formally, since participation of a person responsible for the given sphere in organisational management is necessary. Their need to participate in management meetings, in organisational management and express their opinions on strategies or change arrangements which are being prepared is conditioned by the need to prepare present as well as potential future employees for changes. On the grounds of the

aforementioned, it is necessary to state that organisational managements still do not give human resources management respective significance.

- c) Interviewed organisations arrange 82% of human resources management positions on their own.
- d) Detailed analysis of individual spheres for which organisations have, respectively have not elaborated documentation implied that though 90 % of respondents declared the existence of defined mission and strategy of their organisation, not even 50% of organisations have defined other spheres in writing. However, with regard to the fact that within defining of mission and organisational strategy creation, it is necessary to define economic (so called primary objectives like profit, profitability, market share, survival, ...) as well as social objectives (creation of appropriate working conditions, ethical standards, philosophy of the organisation and approach towards management of people, awareness of a commitment to the organisation, education, remuneration, organisational values and organisational culture, adaptability of the organisation to changes, environmental protection, ...), it is also necessary to state that the existence of other analysed documents focused on social objectives of the organisation is at a significantly lower level. It can therefore be assumed that only less than 50% of analysed organisations have appropriately and comprehensively defined mission and strategy.
- e) Most of managing employees who deal with human resources management in analysed organisations consider implementation and enhancement of employee education and its higher effectiveness and quality as the greatest challenge for their organisation.

Practical justification of the research is mainly seen in the analysis of behaviour of organisations operating in Slovakia to proceeding and advancement in the sphere of human resources management. On the grounds of our presentation of collected results, organisational managements can compare their own present state within the given sphere with states declared by other interviewed organisations, and subsequently consider possibilities of its enhancement. We also consider as necessary to continue in this research so that individual procedures can be enhanced, modified, improved and developed on the basis of new information collected from the interviewed organisations.

#### References:

- [1] ARMSTRONG, M. (1999). *Personnel Management* Prague: Grada Publishing. 963 p. ISBN 978-80-716-9614-8.
- [2] ARMSTRONG, M. (2007). *Human Resources Management*, Prague: Grada Publishing. 789 p. ISBN 978-80-247-1407-3.
- [3] ARMSTRONG, M. (2009). *Handbook of Human Resources Management Practice*. London: Kogan Page limited. 1062 p. ISBN 978-0-7494-5242-1.
- [4] BLŠTÁKOVÁ, J. (2009). How Has the Employees' Appraisal System Changed in Slovak Companies Over the Last Decade? *International Scientific Conference Research Results, Economics, Finance and Corporate Management*. Bratislava: The University of Economics in Bratislava. ISBN: 978-80-225-2808-5.
- [5] CAGÁŇOVÁ, D. – ČAMBÁL, M. – WEIDLCHOVÁ-LUPTÁKOVÁ, S. (2010). Intercultural Management – Trend of Contemporary Globalized World In. *Electronics and Electrical Engineering. – Kaunas: Technologija*, 6(102), 51-54. ISSN 1392-1215.
- [6] EUROPEAN COMMISSION (2010). Europe 2020: The Commission Proposed New Economic Strategy in Europe. *Press releases RAPID* [online]. 2010, [27.8.2010]. Available on: <http://europa.eu/rapid/pressReleasesAction.do?reference=IP/10/225&format=HTML&aged=0&language=SK&guiLanguage=en>.
- [7] HALÍK, J. (2008). *Leading and Management of Human Resources*. Prague: Grada Publishing. 128 p. ISBN 978-80-247-2475-1.

- [8] KACHAŇÁKOVÁ, A. (2010). *Organisational Culture*. Bratislava: Iura Edition. 137 p. ISBN 978-80-8078-304-4.
- [9] KACHAŇÁKOVÁ, A. – STACHOVÁ, K. – STACHO, Z. (2012). Selected Functions of Human Resources Management in the Context of Changes of External Environment of Organisations. *Textbook of Contributions from International Scientific conference*. Bratislava: VŠEMvs. 15<sup>th</sup> November 2012. 5 p. ISBN 978-80- 89600-07-6.
- [10] KACHAŇÁKOVÁ, A. – NACHTMANNOVÁ, O. – MULÍKOVÁ, M. (2002). Tendencies in Human Resources Management Development in Slovak Organisations. *Economic Magazine*, 50(2), 235-256. ISSN 0013-3035.
- [11] KACHAŇÁKOVÁ, A. – NACHTMANNOVÁ, O. – JONIAKOVÁ, Z. (2011). *Personnel Management*. Bratislava: Iura Edition. 235 p. ISBN 978-80-8078-391-4.
- [12] KOCIANOVÁ, R. (2010). *Personnel Activities and Methods of Personnel Work*. Prague: Grada. ISBN 978-80-247-2497-3.
- [13] KOUBEK, J. (2006). *Human Resources Management*. 3<sup>rd</sup> edition, Prague: Management Press. 367 p. ISBN 80-7261-033-3.
- [14] SAKÁL, P. et al. (2007). *Strategic Management in the Practice of a Manager*. Trnava: SP SYNERGIA. 703 p. ISBN 978-80-89291-04-5.
- [15] STACHO, Z. (2012). *Proposal of Complex Evaluation Methodology of Innovative Industrial Enterprise Characteristics Level*. [Doctoral Thesis] Trnava: MTF STU.
- [16] STACHOVÁ, K. (2011). *Practice Book – Personnel Management* 1<sup>st</sup> edition. Bratislava: crr.sk. 114 p. ISBN 978-80-8137-010-6.
- [17] STÝBLO, J. (2003). *Personnel Management in Small and Medium Companies*. Prague: Management Press. 146 p. ISBN 9788072610976.
- [18] THORNE, K. – PELLANT, A. (2007). *We Develop and Motivate Employees: Selection, Training and Support of Development of the Best*. Brno: Computer Press. 142 p. ISBN 978-80-251-1689-0.
- [19] ULRICH, D. (2009). *Advanced Human Resources Management*, Prague: Grada Publishing. 266 p. ISBN 978-80-2473-0585.
- [20] ULRICH, D. – BROCKBANK, W. (2005). *The Hr Value Proposition* Harvard Business Press. 316 p. ISBN 9781591397076.
- [21] URBAN, J. – STÝBLO, J. – VYSOKAJOVÁ, M. (2009). *Personnel and Administration 2009-2010*. Aspi Publishing. 936 p. ISBN 978-80-7357-4.
- [22] URBANCOVÁ, H. – KÖNIGOVÁ, M. (2010). Control and Its Role in the Process of Ensuring Knowledge Continuity. *Journal of Modern Accounting and Auditing*, 25-29. USA: David Publishing. ISSN 1548-6583.

**Addresses of authors:**

Assoc. Prof. Anna KACHAŇÁKOVÁ, CSc.  
Department of Management  
School of Economics and Manag. in PA  
Furdekova16  
851 04 Bratislava  
Slovak Republic  
e-mail.: [anna.kachanakova@vsemvs.sk](mailto:anna.kachanakova@vsemvs.sk)

Ing. Katarína STACHOVÁ, PhD.  
Department of Management  
School of Economics and Manag. in PA  
Furdekova16  
851 04 Bratislava  
Slovak Republic  
e-mail.: [katarina.stachova@vsemvs.sk](mailto:katarina.stachova@vsemvs.sk)

Ing. Zdenko STACHO, PhD.  
Department of Management  
School of Economics and Manag. in PA  
Furdekova16  
851 04 Bratislava  
Slovak Republic  
e-mail.: [zdenko.stacho@vsemvs.sk](mailto:zdenko.stacho@vsemvs.sk)