

Transfer of good practices in human resources management from business to local government units.

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The environment in which local government units function is very dynamic; it creates opportunities for their development, but also generates some threats. On the one hand departments have support in the form of EU funds and projects, to modern information technologies, knowledge and good practices, which allows for effective implementation of objectives set for organizations. On the other hand, they must react to the increasing expectations of people who expect high service standards. They are also begin to compete between regions and individual units. Systemic solutions for human resources management will allow to build strong, image-competent public organizations, and substantively dynamic in action. In order to propose such solutions, it is worth using the experience of other entities, which, often through trial and error, have developed rather universal standards of behavior, which is applicable both in business and public management. Higher and higher requirements of knowledge management, recruitment of knowledge employees and of the ability to retain them in the organization by creating literally career and development vision, are challenging specialists in human resources management. There is a visible gap between the experiences of the world of business, which was the first to notice shortages in this area and made appropriate actions to address the deficiencies, and public organizations which have come across this problem just in the 21st century.

An attempt to analyze the transfer of human resources management good practices from business to local government units, was made in this dissertation. The author considered this topic as important and interesting for several reasons. Firstly, public organizations function just like business organizations - in a dynamic environment. However, their working environment and market conditions indicate some

differences. This means the need to keep up with socio-economic changes, expectations of the society or employees, and proper management of these organizations, in particular management of the most important capital of these organizations - people, certainly translates into their proper functioning. The second issue is the desire to show changes in the area of human resources management in these organizations (local government units) and to indicate that there may be modern, worth following practices. Observing this process and describing positive changes seemed cognitively interesting to the author. In her paper, the author points to the challenges faced by local government units in the area of human resources management, change and knowledge management.

Thirdly, the subject of management in public organizations is more frequently discussed by academics, officials and professionals. While you can find literature related to certain solutions in the area of human resources management, which often were based on models used in business organizations (the so-called good practices), there is a lack of papers on factors favourable to and limiting the transfer of human resources management practices from the world of business to local government units. Creating a classification of factors determining the flow of knowledge and good practices from companies to public organizations seemed therefore interesting from the point of view of transfer efficiency and significant due to the identified research gap in the above described area.

The main purpose of the dissertation is to present the factors determining the transfer of good practices from business organizations to local government units. The aim is also to show the scope of changes in the area of human resources management made under the influence of this transfer.

In order to achieve such a goal, research work has been divided into few stages.

The first stage of work had the literature study nature. In the theoretical part of the paper the author addressed the analysis of the contents of publications on human resource management and public management of Polish and international authors. Based on the literature analysis, research questions were formulated and the methodology of the research was selected. It was established that the purpose of the research will be to obtain information to answer the following questions:

- What practices (including methods, techniques, tools) of human resources management are used in local government units;

- How have the current practices of human resources management been developed in local government units;
- How and from what sources people responsible for human resources management get the knowledge and skills necessary to manage human resources;
- Is it possible to talk about the transfer of knowledge and good practices as well as skills in human resources management from business organizations to local government units.

The analysis of the literature related to research methods determined the selection of qualitative methods for the completion of the research project. According to the author, these methods increased the likelihood of obtaining information that allowed to learn the specifics of the discussed transfer and guaranteed obtaining answers to the research questions. The author decided to use a collective case study and data collection methods such as interview, observation and analysis of the documentation content.

In the next stage, the focus was on the analysis of experiences related to the expertise acquisition in 98 local government units from all over Poland, which took part in the project: "System support of management processes in local government units". Based on the analysis of the project documentation, 34 local government units were selected. In the author's opinion those units developed and initially implemented interesting solutions in the area of human resources management. Representatives of these units - public managers and people responsible for the human resources management strategy - were interviewed. The research also included people performing project tasks: project task I lead, specialists - coaches and trainer, which were also interviewed.

In the third stage of research work, data verification and analysis was carried out. Research results, presented in this dissertation were elaborated.

This dissertation is of a theoretical-empirical nature. Its content has been captured in five chapters, which were preceded by the introduction and summarized in the finishing conclusion.

According to the author, this dissertation is of original nature, because it deals with insufficiently recognized issues and is the effect of own research concept.

The contents of the paper enriches to the scientific work in the area of human resources management in public organizations, in particular they fulfill the identified

theoretical-empirical gap in the area of transfer of good practices in human resources management from business to local government units.

This paper is also a "response" to the expectations of public organizations employees who, while cooperating with the author, underlined the need to develop certain rules for the cooperation of public administration units with business organizations in order to exchange experience and create standards for human resources management.