



## HUMAN RESOURCE MANAGEMENT IN AN ENTERPRISE AND DEVELOPMENT STRATEGY

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**Abstract:** Human resource management in an enterprise undoubtedly has a significant impact on its development, thus it is an inseparable element of its strategy. The study explains what human resource management is and how it affects the company's development strategy. The purpose of the study was to investigate, among others, opinions on whether in the area of human resource management strategies are used to build a modern organization and what strategies are used in personnel development. The study included a group of experts holding an academic degree and experience in the field of Human Resource Management. The conducted study confirmed that the company's strategy should take into account human resource management strategy. The research was published in the Research Report – *Management Strategies* authored by Dr Janusz Grobicki.

**Keywords:** development, enterprise, human resource management, management, strategy, success

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### Introduction

Contemporary enterprises operating in a dynamic and competitive environment face the necessity to develop an appropriate operating strategy. Undoubtedly, they increasingly appreciate the role of intangible resources. The human factor determines the competitiveness aspect of enterprises because as we know, human resources are a unique and irreplaceable resource. The capital included in the human – knowledge, skills, predispositions and experience are an important source of success for many enterprises. This study attempts to indicate that human resources, or intellectual capital as the value of accumulated abilities and employee knowledge, lead to a change in the quality of the offered services or products. Thus, these resources and the potential resulting from them form the uniqueness of the organization on the market, affect the competitive advantage, and are a key factor for the enterprise's success (Michna 2016, p. 131).

### Human resource management

On the basis of literature in the field of human resource management, the definition of the concept of “human resources” itself is the starting point. Many authors have attempted to define this concept. The human resource is the total of the features and properties embodied in people that enable the fulfilment of roles in the organization (Pocztowski 2003, p. 36). H. Król notes that the concept of human

resources is a valuing concept that underlines the important role of employees in the process of the company's functioning, because they affect the use of other resources, e.g. material and financial ones (Król, Ludwiczynski 2007, p. 54). It should be emphasized that the very concept of human resources is used interchangeably with other concepts in the context of people performing work for the company. Such terms are commonly used: employee, personnel, staff, the human factor, human potential or human capital. However, the listed concepts do not always mean the same, they all have similarities and differences.

Human resources nowadays do not include only those employed on the basis of an employment relationship, but also – more broadly – people working and providing work in various loose forms, neither employed or employees: so-called temporary workers and subcontractors performing tasks for the enterprise within outsourcing, contract work, freelance<sup>1</sup> and others. The awareness of the fact that human resources working for the organization are not only employees, is by no means common – even among (it seems) professionals and authors of textbooks (Oleksyn 2016).

The management of human resources is the subject of interest in this article. So what is this management? In the literature on the subject, the term human resource management has many meanings (*Table 1*).

**Table 1. Definitions of human resource management**

| HUMAN RESOURCE MANAGEMENT   |  |  |   |   |
|---|--|--|---|---|
| M. Armstrong – it is a strategic and coherent approach to managing the most valuable assets of the organization – people working in it, who individually and collectively contribute to the achievement of its goals, | A. Pocztowski – it is a specific concept of management in the area of personnel function of enterprises, in which human resources are perceived as a component of assets and source of competitiveness, a strategic integration of personnel matters with business affairs is postulated, an active role of the linear management. | T. Listwan – a set of activities related to people, aimed at achieving the organization's goals and meeting the needs of employees, related to, among others, their development. | H. Król – it is the current concept of the implementation of the personnel function of the organization, whose task is to adjust the characteristics (nature) of human resources for the purposes of organizations harmonized with the needs of employees in specific internal and external conditions. | Z. Pawlak – it is a modern approach to the implementation of the personnel function in the organization. It involves shaping and applying the human resources of the company in such a way that it is not possible to fully achieve the objectives while taking into account the interests of the employer and employees. |

Source: Author's own elaboration based on (Pawlak 2011, pp. 33, 34)

<sup>1</sup> A freelancer is a person who is self-employed and is not necessarily committed to a particular employer long-term (Wikipedia).

Human resource management consists of three main elements that should be interrelated and constitute a system (Pawlak 2011, pp. 36-41):

1. Personnel and HR policy – is a set of goals, principles and measures resulting from the personnel/HR strategy, aimed at its implementation, thanks to appropriate guidelines in relation to the operational management of people. The personnel policy may apply to various elements of HRM, but the utmost importance is paid by the boards of the enterprises to three functions: employee selection, remuneration and development.
2. Human resource management functions – they are specific actions that contribute to shaping human resources in the enterprise. The main functions of HRM include, among others: work analysis, work evaluation, human resource analysis, human resource planning.
3. Organization of human resource management – it is the division of work between the management entities established by internal organizational regulations and the policy of a given enterprise.

Human resources and their management are the most important element in the majority of modern enterprises. Currently, in a well-managed company, the main focus is on the following human issues (Stankiewicz 2005; Jędrzejczyk 2013):

- planning human resources – development of detailed employment plans, conducting proper recruitment and selection of personnel,
- training and development of employees – analysis of training needs, evaluation of the effects of the conducted training,
- motivation – proper management of professional career paths, conducting a rational promotion policy,
- remuneration – correct determination of the amount of remuneration,
- assessment – reliable evaluation of the effects of the performed work,
- communication – providing conditions for interactive communication,
- leadership – preparation for new organizational roles.

Effective management of enterprises depends on factors occurring inside the enterprise, as well as the ever-changing environment and the need for quick responses of the enterprise to changes. Human resources are the most important internal factor. In recent years, the role of human resources in building the competitive advantages of enterprises has increased (Gajdzik, Ociecek 2015, p. 7). The rapid development of information and telecommunications technologies prevents reasonable prediction of future opportunities in the perspective of 3-5 years (Jelonek 2017). There are examples of companies that have been subjected to changes under the impact of modern technologies – Microsoft or Intel being examples here. Probably in the future, technology will more or less replace the presently existing specialists and even the lower levels of management – server-client architecture, cloud computing business models and social media will replace the former manager-employee relations. The role of specialists could be limited to taking care of production “electronic employees”. The issue of education and employment of narrowly specialized employees whose responsibilities and competences will be taken over by new technologies may be questionable

(Surowiec 2018). The companies that produce software using artificial intelligence algorithms will surely nurture the continuous “intellectual” development of the machines (Michna 2016).

The fundamental elements of the human capital model include investments in employees (Skowron-Grabowska, Mesjasz-Lech 2016). It is impossible not to discuss here the new techniques and activities for professional development, whose effective implementation brings the enterprise many more benefits than using traditional methods for personnel improvement. These methods include coaching, mentoring and tutoring. Coaching is a technique of employee improvement in which the main role is played by an experienced employee (coach, teacher, trainer) and an employee to be trained (student, coachee, client). The essence and the greatest value of coaching is to support the employee in making changes in the way he expects. The concept of mentoring is associated with the person managing the development, i.e. the mentor. A mentor is a master or person who, in addition to leadership traits and extensive professional knowledge, should have the characteristics of a guardian, tutor and counsellor. On the other hand, tutoring can be understood as a planned development process, which takes place in an individual relationship between the pupil and the other person (tutor). It is primarily directed at talented employees who stand out and can play the role of leaders in the future (Moczyłowska, Kowalewski 2014).

Companies are already experiencing a shortage of talented employees. Many studies indicate that these tendencies will deepen over time. In addition, employee loyalty to companies is constantly weakening. In a survey conducted among others in Russia, Hongkong, the Ukraine and Eastern European countries, an average of 40% of people replied that today one cannot be as loyal to their company as in previous times. The greatest number of disloyal employees can be found in France (56%), and the least in the Ukraine (29%) (Tkaczyk 2008). The transaction of an employer with an employee is, in accordance with the concept of personnel marketing, an exchange transaction (Boone, Kurtz 1992, p. 661). In return for the initiative, ideas, creating customer values and multiplying the company's profits, the employee receives an attractive package of working conditions as well as the opportunity to develop and participate in projects. Similarly, when selecting an employer, a talented employee tries to obtain a job in a company that offers the best benefits package. One of the long-term solutions responding to these challenges are activities undertaken to create an employer brand, slowly becoming an increasingly important element of the work of personnel departments in Poland. The second extremely important element of the strategy of building the desired image of a good employer is an employment policy consistent with the image's assumptions (Schiavo-Campo, McFerson 2015, p. 178), activities focused on their development and drawing satisfaction from work (Lewicka 2010, p. 264).

### **Business development strategies**

When searching for the answer to the question – how should proper human resource management look so that the enterprise is successful? – one should

consider another question – what is business development strategy itself (Stańczyk-Hugiet 2017, p. 53)? Each enterprise needs to develop a long-term concept of development and efficient operation on the market in order to survive and develop. This concept is called strategy. Despite the fact that strategy is a heterogeneous and variously defined concept in the subject literature, it still remains an object of interest for both management theoreticians and practitioners (Dyduch, Bratnicki 2017, p. 92). This ambiguity of the concept of strategy results from the evolution of strategic management and a different view of its essence on the basis of various epistemological assumptions (scientific cognition), axiological (theory and values) and methodological (scientific research methods) (Zakrzewska-Bielawska 2018, p. 9). For the strategy to be good, it must be coherent, coordinate actions, rules and resources in such a way as to achieve goals, and at the same time create new advantages by changing perspectives and discovering new possibilities (Table 2) (Rumelt 2013, pp. 18-19).

**Table 2. Characteristics of a good strategy**

Enterprise strategy:

- complexity
- flexibility
- reality
- optionality
- coherence
- importance
- omnipresence
- communication
- dynamism
- innovation

|  |  |  |   |   |
|--|--|--|---|---|
| Indicating to others the captivating vision (goal) | Directing the company's strengths to opportunities | Logical decision system and coordination of activities | Values and expectations of stakeholders | Use of current success and simultaneously exploring new opportunities |
|--|--|--|---|---|

Source: Author's own elaboration based on (Zakrzewska-Bielawska 2018, p. 20)

For companies to have a strategy, on the one hand it seems to be a necessity, and on the other – it is burdened with high risk (Fatehi 1995, p. 297). Looking at contemporary organizations with a well-established image, often dictating conditions in individual industries, it is difficult to resist the impression that they had to think strategically through the prism of their 50 or 100 years of operation. These organizations and, above all, their subsequent managers had to look into the future, trying to bring the bold visions of their development to life (Pabian 2017). However, the problem is the too imperfect tool to assess the company's potential and its surroundings. Despite many strategic analysis tools and various types of management methods, they do not often give an approximate assessment of the current economic situation of the company (Filipiak, Panasiuk 2008, p. 75). The company's top management should have a comprehensive and long-term business development plan, which is called a strategic plan. The elements of the strategic plan that form a general strategy are:

1. Mission – reflects the most defined general goal, task or important assignment for the implementation of which the enterprise was established
2. Vision – it is an imagination of what the company is to become in the specific future
3. Strategic goals – these are the main goals, the achievement of which serves realization of the mission and the vision of the company

The personnel strategy is part of the overall strategy of the company. Its basis is the strategic analysis of human resources, that is assessment of the strengths and weakness of the staff. It is a long-term plan that includes general specification of the company's goals in the area of human resources and tasks, as well as methods and means of their implementation. The company's strategic goals in the area of human resource management may concern various aspects of the personnel function. The most common are desired changes, such as the level of employment, wages, labour costs, labour effectiveness and work safety.

Formulating the company's strategy, especially its general part, is one of the main duties of the board. Functional strategies, including the personnel strategy, may arise as a refinement of the overall strategy (the top-down method of building the company's strategy) or constitute input, a starting point for formulating the overall strategy (the bottom-up method). In larger enterprises, the managers of functional divisions and personnel units supporting the management are involved in formulating functional strategies. The company's strategic plan is a hierarchical set of goals, in which the objectives related to human resources are at a high level, but not at the highest. The highest level is always created by existential goals, i.e. defining the way of existence, development and operation of an enterprise. In fact, for the head of the company, human resources are not an end in itself, but a means to achieve higher-order goals. Personnel strategy should always be subordinated to the overall strategy of the enterprise, regardless of whether it is based on a top-down or bottom-up method (Pawlak 2011, pp. 190, 191).

The key success factors indicated in the Vision of Sustainable Development for Polish business 2050 from the point of view of human capital are (Nowodziński 2013, p. 15):

- important and urgent: change of lifestyle and value system,
- important in the future: greater mobility, system solutions that increase the availability of work, professional activation of excluded groups,
- vision 2050: the optimal number of working people adequately qualified for the needs of the labour market.

Emphasizing the role of human resources in the enterprise, distinguishing managers, their effective communication skills and their ability to adopt new communication tools should be stressed (Kiełtyka 2002, pp. 78-84). The organization of the future is based on highly developed leadership and culture, it includes the creation of organizational integrity, leading to a strategy and mission based on fundamental values, more resulting from what the given organization is than what the given organization does. If others outside – customers, suppliers, partners – do not see that the company is a coherent whole, a strong compact culture, aware of its power, potential and strength, this proves its low market

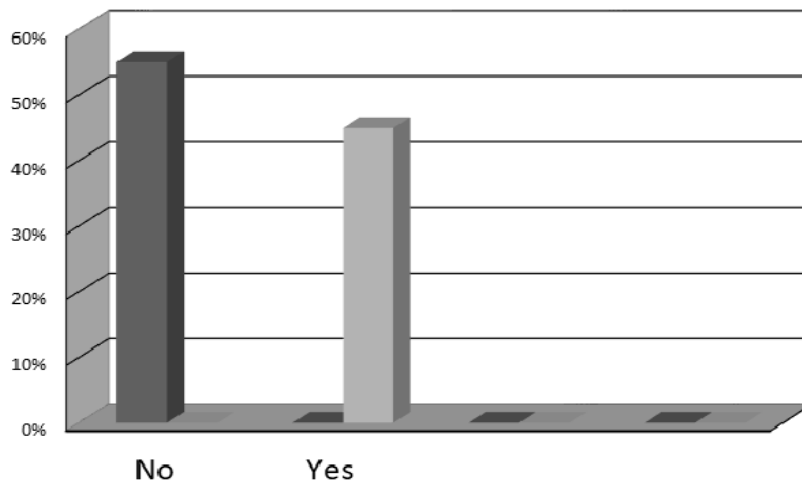
position. The company's strategy and mission should be built in the long term with the possibility of its flexible adjustment to the environment. This will be a feature of the enterprise of the future (Michna 2016).

### Analysis of research results

In 2012 in Poland, a group of female students under the direction of Dr Janusz Grobicki conducted research, the main aim of which was to examine and describe the strategies used in the area of human resource management for building a modern organization. For the purposes of the project, the group formulated the definition of an expert as a person with many years of experience in a given field, with the ability to collect knowledge, interpret it and put into practice. Experts with an academic degree and experience in the field of human resource management participated in these studies. The conducted research was to give an answer, among others, to the following research questions:

1. Do managers develop a human resource management strategy in connection with the adopted strategy of the organization?
2. Are human resources adapted to the organization's strategy?
3. Are employees at any level of the organization aware of the current human resource management strategy?
4. Do lower-level employees influence the creation of the organization's strategy?
5. What elements of the organization's strategy influence its proper functioning?

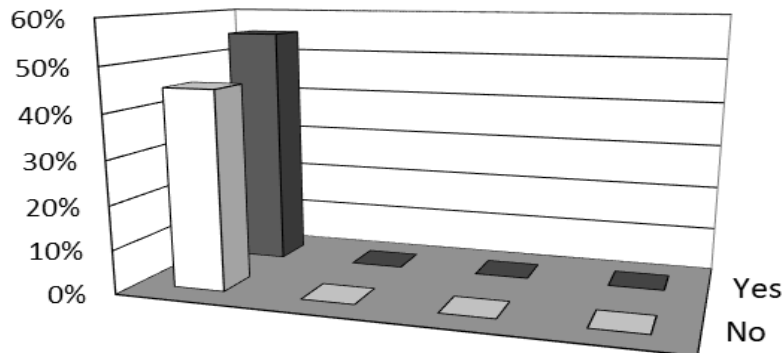
The results of the measurements were as follows (Grobicki 2012):



**Figure 1. Human resource management strategy in connection with company's strategy**

Source: Author's own compilation based on research conducted in April – May 2012 by seminar group as part of joint research project on management strategies

The above chart presents the distribution of responses to the question whether managers develop a human resource management strategy in connection with the adopted strategy of the organization. It follows that the vast majority of respondents (82%) believe that managers develop HRM strategy in conjunction with the adopted strategy of the organization, but (18%) disagree with it. The negative replies were justified as follows: usually not, because they do not know that it is necessary and profitable. Research indicates, however, that the manager, in order for the overall strategy of the company to function properly, must involve the creation of a human resource management strategy. This is reflected in the literature on the subject of management, where as we know, there are dependencies between the strategy of the organization and the human resource strategy.

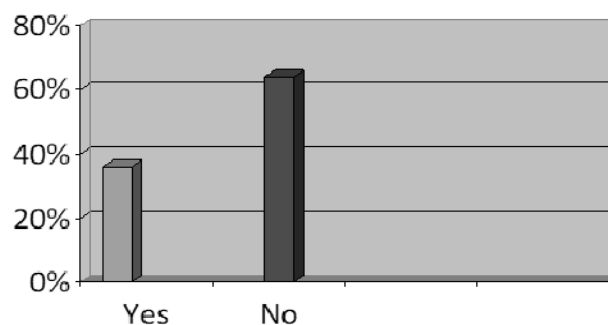


**Figure 2. Adjusting human resources to company's strategy**

Source: Author's own compilation based on research conducted in April – May 2012 by seminar group as part of joint research project on management strategies

The chart above shows that most experts (55%) think that human resources are tailored to the company's strategy, while only slightly fewer experts (45%) think the opposite. The negative opinions were justified as follows: in some organizations there are too many employees; while in others – employees are overloaded due to the lack of employees; it is difficult to translate the strategy into operational levels – that is, directors or managers, despite clear guidelines are stuck in the old paradigms in large organizations because they do not see a connection; some existing situations are forced by legal regulations. In practice, this means that human resource management should refer to decisions that have a fundamental and far-reaching significance for employment policy and human development in the organization, affecting the relationship between management and personnel, and which are crucial to the success of the enterprise.

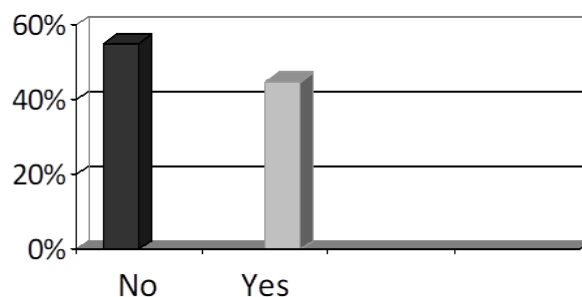




**Figure 3. Awareness of employees of implemented human resource management strategy**

Source: Author's own compilation based on research conducted in April – May 2012 by seminar group as part of joint research project on management strategies

The above chart shows that the vast majority of experts (64%) believe that employees at all levels of the organization are unaware of the implemented HRM strategy, while (36%) think they are aware. The reason may be the lack of informing employees about the human resource management strategy, and thus inappropriate communication and, as a consequence, the lack of interest of employees at selected levels in the HRM strategy.

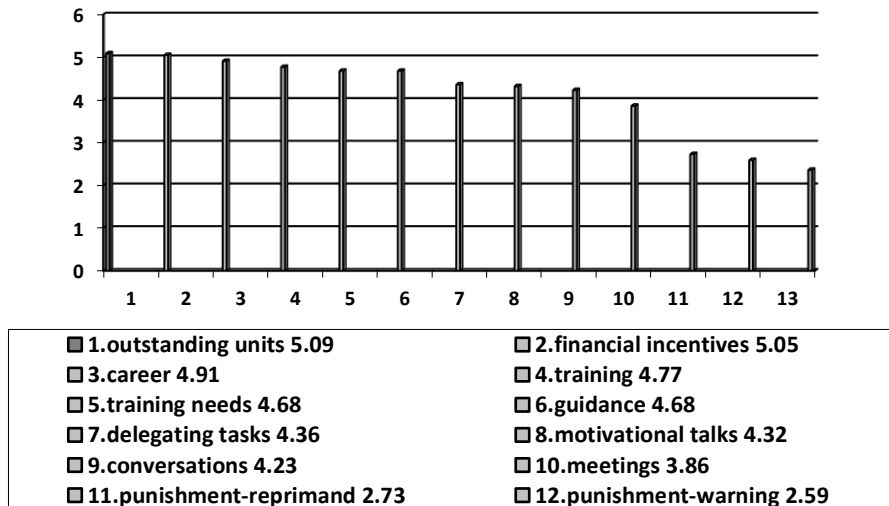


**Figure 4. Impact of lower-level employees on creation of company's strategy**

Source: Author's own compilation based on research conducted in April – May 2012 by seminar group as part of joint research project on management strategies

The surveyed experts had varied opinions on this subject because (55%) answered that they had no influence, and less than half of the experts (45%) marked the answer that they have. The respondents who gave a negative answer were asked to explain their response. The negative opinions were justified as follows: employees are not educated enough to “bring” anything new to the strategy; the senior employees have an influence; the organization’s specificity does not require it; nobody takes into consideration so-called serial employees; when it comes to creating strategies, they have no influence on it – but they do on the implementation. Many factors in this case directly related to the human factor

(including employee involvement, coordination of their activities, control, establishing an appropriate relationships) play a huge role in implementing the strategy. That is why it is so important to increase employee participation in formulating strategies, which leads to their greater emotional involvement, and may translate into a higher degree of implementation of the strategic plan and the success of the strategy.



**Figure 5. Influence of elements of organization's strategy on its proper functioning**

Source: Author's own compilation based on research conducted April – May 2012 by seminar group as part of joint research project on management strategies

From the above chart one can read the significance of the influence of elements of the organization's strategy on its proper functioning. The results were quite similar among the top six elements. However, most respondents were in favour of looking for outstanding individuals and for financial motivation. Punishment with a fine turned out to be the least productive tool. Every successful company differs from those less effective ones by the way employees are treated. The research on the above question is reflected in the theory of management sciences. The authors of strategic human resource management recognize that this approach in the strategic management process has an implementation function, which includes selecting employees, assessing work results, implementing incentive systems or fostering employee development.

## Conclusions

The article indicates that human resources have a very large impact on the functioning and development of the organization. There is no doubt that good human resource management, tailored to the company's strategy, favours the achievement of a competitive advantage. The considerations undertaken in this

article on human capital and its impact on the company's development strategy allow the authors to formulate conclusions relevant to the company's practice. The presented discussion of the conducted research shows that each enterprise, in order to function well, should have a developed strategy of its operation, and human resource management should be part of the company's strategy. Therefore, the development of human resources should be treated as an integral part organization development. Nevertheless, lower-level employees have no knowledge that they form the basis for the company's development. A great deal of work should be put into working out a method or model of informing employees, which will show how important the value of the entire strategy is. However, achieving success with people requires proper management. Such management (motivation, training, talks) that will build a unique configuration of these resources and will lead to satisfaction and contentment of the employees themselves, will affect the proper functioning of the entire company's strategy.

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## ZARZĄDZANIE ZASOBAMI LUDZKIMI W PRZEDSIĘBIORSTWIE A STRATEGIA ROZWOJU

**Streszczenie:** Zarządzanie zasobami ludzkimi w przedsiębiorstwie niewątpliwie istotnie oddziałuje na jego rozwój, stanowi tym samym nieodłączny element jego strategii. W opracowaniu wyjaśniono, czym jest zarządzanie zasobami ludzkimi i jaki ma wpływ na strategię rozwoju przedsiębiorstwa. Natomiast celem przeprowadzonych badań było zbadanie m.in. opinii, czy w obszarze zarządzania zasobami ludzkimi stosowane są strategie służące do budowania nowoczesnej organizacji, a także jakie strategie wykorzystywane są w rozwoju personelu. Badaniem objęto grupę ekspertów mających stopień naukowy oraz doświadczenie w dziedzinie zarządzania zasobami ludzkimi. Przeprowadzone badania potwierdziły, że strategia przedsiębiorstwa powinna uwzględniać strategię zarządzania zasobami ludzkimi. Badania opublikowane zostały w raporcie badawczym – *Strategie Zarządzania* autorstwa dra Janusza Grobickiego.

**Słowa kluczowe:** strategia, sukces, przedsiębiorstwo, rozwój, zarządzanie, zarządzanie zasobami ludzkimi