
DETERMINANTS AND CONDITIONS OF THE PERSONNEL FUNCTION WHICH SHAPE A SENSE OF PROFESSIONAL SATISFACTION – A COMPARATIVE ANALYSIS

Introduction

Contemporary determinants of changes in the functioning of the organization are closely related to the transformation in the area of human resource management. In the human capital model, when discussing these changes, attention is paid to the integration of organizational goals with individual goals and the needs of employees [Listwan, 2010: 23–32]. The strategic approach to achieving this dependence is manifested in the implementation of modern and highly efficient HR management processes, HPWS or HPO. Within the scope of these approaches, the quality of personnel function implementation should be reflected in a wide range of indirect and direct organizational goals, and through high levels of personnel controlling indicators [Nowak, 2014]. One of such areas should involve satisfaction of **employees**. This is a long-term strategic goal of the personnel function based on an increase in engagement associated with a positive perception of their professional role in the context of appropriate incentives [Juchnowicz, 2012: 11–12]. However, very often in practice and in the literature, the identification of the level of professional satisfaction is limited to the diagnosis of the impact of certain motivating tools [Borowska-Pietrzak, 2014: 57]. In the systemic approach, assessing the impact of HRM policy on the level of commitment or job satisfaction [Dyduch, Bratnicka, 2014: 65–57] becomes an

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important issue. The aim of this research is an attempt to diagnose the level of job satisfaction in the context of wider determinants that may indicate a holistic evaluation of the personnel strategy in a given organization.

This article presents a comparative analysis of the results of employee satisfaction study in the context of selected HRM determinants in various types of organizations and industries. It was assumed that objective attributes of the sense of professional satisfaction (in the form of variables shaping the nominal quality of the personnel function) affect the perception of the subjective feeling of satisfaction with work. On the basis of this assumption, the following research problems were posed – **does the potential high quality of the personnel function translate into a high sense of employee satisfaction?** Therefore, the main cognitive objective of the adopted research was an attempt to identify the occurrence of the potential impact of selected determinants of the quality of the personnel function on the results and distributions of the acquired indicators of job satisfaction. Satisfaction level study was conducted in the following types of organizations: municipal company of services for the city, university, secondary education school, business organizations (trade, finances, production), nationwide law firm, cultural institution (choirs in the operas), and poviats local government office. The selected determinants based on the **HPWS** and **HPO** concepts were assumed as the foundation of the contractual assessment of the personnel function value. Against this background, the analysis of differences and similarities between the surveyed entities in the context of obtained satisfaction indicators was interpreted in the last part of the paper. For this measurement, the methodology for the identification of the attributes of the sense of satisfaction was used – according to the author's P.A.S.Z. tool [Borowska-Pietrzak, 2014].

1. Evaluation of the quality of the personnel function based on the HPWS concept

In the light of the above premises, the conceptual scope of selecting the criteria for assessing the level of HRM implementation will be briefly outlined. Only such resources that are difficult to imitate can be a source of competitive advantage, in addition with a high level of satisfaction. The approach that falls under the trend of such conditions – that can potentially shape high quality of human resource management is the concept of **High Potential Work Systems (HPWS)**, based on high work efficiency while satisfying the needs of employees [Borkowska, 2007: 33–37]. The HPWS process can be defined as a combination of multidimensional HR practices, coherent organization of work and processes that allow one to maximize employee knowledge and skills. Summing up the **HPWS** concept, it should be emphasized that there are concepts of **High Performance Organization (HPO)**, which correspond with the evaluation of the organization in the

context of the new economy. According to its creators [Waal, Covert, 2007; Lawler, 1996; Holbeche, 2003], a modern organization that wants to achieve a competitive advantage based on high work efficiency should be characterized by:

- Adjustment of strategies and management methods, harmonization of the main attributes of the organization: strategy, structure, processes, people and remuneration,
- Teamwork in an open organizational culture, organization based on values (CSR), building a trust relationship between employees based on the “*walk the talk*” philosophy, type of fair play with employees,
- Controlling of personnel decisions, employee opinion survey, collecting data allowing to quickly and effectively evaluate personnel and business practices,
- Focus on results and speed of decision-making, stimulating employees to achieve a stable level of results,
- Talent management in order to trigger creativity and increase the professional potential of employees,
- Openness to changes and flexibility of behavior, adaptability, building organizational structures without borders, using the diversity of organizations,
- Focus on communication and knowledge sharing, developing innovative attitudes,
- Creating a friendly environment in order to match the expectations and needs of the employer and employee,
- Reorientation in the field of leadership, increased importance of the leadership role, emphasis on seeking a balance between focusing on results and people,
- Developing involvement and co-participation and inclusion of employees in the decision-making processes (High Involvement Organization) through an even distribution of information, knowledge, power and rewards in the organization, promoting practices related to shaping awareness and understanding of business, organization strategies, creating motivation systems based on the results of the organization and with building participative decision systems.

Assuming the understanding of the effectiveness of the personnel function as the optimal and related achievement of the organization’s and employee’s goals [Listwan, 2010: 12–15], the systemic approach to HRM, understood as the whole of a well thought-out program of achieving measurable results, is emphasized. The features that distinguish this approach from the personnel function are the strategic integration of personnel activities with the organization’s strategy, triggering the commitment and attachment of employees to the organization, and consequently, achieving high results, flexibility based on the multifunctionality and adaptability of employee qualifications and the quality of the final effects.

Therefore, HPWS means a specific combination of HRM practices, forms of work organization and processes that increase employee knowledge, skills, commitment and flexibility [Snell, Bohlander, 2004: 690]. This approach to human resource

management in the organization becomes unique and resistant to imitations of the achieved practices. HRM is the most difficult system to copy, as a source of achieving competitive advantage, when it is accompanied by a high level of job satisfaction [Strużyna, 2005: 36]. Based on the above considerations, a synthetic research model will be presented below, in which an attempt was made to indicate objective determinants of the implementation of a personnel function in an organization that could be the basis for a synthetic generalization of the quality assessment of personnel practices. Against this background, the results of satisfaction surveys in nine surveyed organizations will be discussed and interpreted.

2. Research model – determinants of the quality of the personnel function

In connection with the adopted HPWS assumptions, we proposed the following model of quality assessment of the implementation of the personnel function in the surveyed organizations. On the basis of interviews with the management staff and selected employees in the surveyed organizations, the following set of organizational factors established in the HPWS, HPO concepts, or relating to the human capital management model was adopted. The author is aware that the representative and finite set of factors shaping the effectiveness of human resource management is much more complex and ambiguous in simple definition, if possible for precise quantification [Kawka, 2014: 96–138; Listwan, 2008: 23–37]. Hence, a list of selected (and identifiable) determinants is proposed, which do not exhaust the entire set of possible attributes, but nevertheless fit into the assumptions for the measurement of the quality of human capital model in the organization [Kunasz, 2007: 263].

Referring to the normative assumptions of shaping the HRM quality in the adopted models, a generalized division into the low and high impact range can be made, granting them an arbitrarily low and high level. Due to the large scope of declarations of data obtained from the respondents, and thus a high level of generality of the data so obtained, the simplest dichotomous rating scale of the given factor was introduced – in the high = [1] and low = [0] scope. On this basis, eight determinants [D_N], were adopted, because so many variables based on the HPWS philosophy were identified during the interviews with the managerial staff of the companies and institutions under study. The criteria for the assessment of the personnel function accepted in the studies are presented below, together with a descriptive scale of their assessment [value $D_{N\text{ low}} = 0$, value $D_{N\text{ high}} = 1$]:

1. – CRS approach in the surveyed organization's development strategy [exists, does not exist],
2. – formalized and implemented personnel strategy [lacks, exists],

3. – importance of the HR departments in the organizational development strategy [low, high],
4. – instrumental dimension of the personnel function [non-advanced, advanced],
5. – implementing methods of personnel controlling [low level, high level],
6. – level of expenditures and involvement in the employee development [low, high],
7. – organization based on knowledge [low level, high level],
8. – trade unions [exist, do not exist].

The research was carried out, taking care of diversification in terms of industry, structure and market in the period of two years 2016–2018 in the following institutions and enterprises. These are large organizations with a very diverse nature of activities, organizational structures and represent a wide range of generic industries. The surveyed sample included institutions and companies located in various parts of Poland, in majority in large cities¹. In total, about 750 employees were studied, both executive and managerial, structured as follows:

- Trade company (**FH**) – 133 employees,
- Chemical production company (**FC**) – 88 employees,
- Financial services company (**FF**) – 82 employees,
- Institution of culture (**IK**) – 70 employees,
- Municipal company of services for the city (**SK**) – 92 employees,
- Law firm (**KP**) – 78 employees,
- Secondary education school (**SP**) – 55 employees,
- University (**UW**) – 76 employees,
- Self-government office (**US**) – 73 employees.

The table below presents the contractual level of quality assessment of personnel function implementation in the surveyed organizations in accordance with the principles of the proposed research model. This is the sum of the obtained valuation points of eight selected D_N determinants in the assumed research model. Indication of a particular value took place on the basis of the expert panel method based on interviews with the management staff or representatives of the ownership bodies of the surveyed organizations. The obtained results on the possible point scale [0–8] ranged from [2 to 6], which gave rise to a division into two sets with a conventional low and high quality of the personnel function.

In the perspective of the obtained results, it was possible to categorize the examined entities with a certain caution to two separate subgroups:

- **Group (A)** of the organization with **high** potential HRM value, where companies obtained [6 and 5 points] – i.e., FF, FC, KP and FH organizations,
- **Group (B)** of the organization with **low** potential HRM value, where companies obtained [4 and less points] – i.e., SK, UW, IK, SP, US.

¹ Warsaw, Gdańsk, Wrocław, Poznań, Legnica, Bydgoszcz, Elbląg, Bolesławiec, Wejherowo.

Table 1. Contractual potential level of quality of personnel function implementation in the surveyed organizations according to the adopted research model

HRM determinant Organization	D1	D2	D3	D4	D5	D6	D7	D8	Result
FC – group B	1	1	1	1	0	1	0	0	5
FF–group B	1	1	0	1	0	1	1	1	6
FH–group B	1	1	1	1	1	1	0	0	6
IK – group A	0	0	0	0	0	1	1	0	2
KP–group B	1	0	1	0	1	1	1	1	6
SK –group A	0	0	1	1	1	1	0	0	4
SP–group A	0	0	0	0	1	0	1	0	2
US–group A	0	0	1	0	0	0	1	0	2
UW –group A	1	0	0	0	0	1	1	0	3

Source: own study.

Significant attention should be paid to the fact that in such a division of the surveyed entities (according to the HRM quality), a very characteristic feature of “secondary division” can be distinguished for subgroups A and B. Group A only includes commercial companies of the trade law. Group B on the other hand deals only with the state’s non-commercial institutions. This is an important premise indicating the potential additional conditions (objective attributes) of the satisfaction felt, in the form of the **nature and area of activity in the surveyed organization**. Therefore, in the next step of the analysis, the aggregation of the satisfaction test results will be proposed to the above two categories: group A – commercial law companies with high potential quality of HRM, group B – state and local government institutions with potential low quality of HRM.

3. Comparative analysis of the level of employee satisfaction

As it was already mentioned, research goal analyses were carried out based on the research results conducted by the author in the years 2014–2018 using the original P.A.S.Z. tool². Measurement concerned the two-component subjective validity of a given satisfaction attribute in a single employee’s life, and the evaluation of its application by the given employer in the current workplace. Following variables were selected as the essential indicators for the comparative analysis of the relationship between the potential quality of HRM solutions in the organization and the employee satisfaction level:

² The detailed research methodology is described, among others, in: Borowska-Pietrzak [2014: 46–62].

- a) **The average result of a sense of satisfaction for a given organization**, calculated as the arithmetic average of the final result of the indicator of the sense of satisfaction for all employees surveyed in a given organization³,
- b) **The highest indicated partial satisfaction attribute for a given organization**, calculated as the highest value of the obtained product of indicators for a given satisfaction attribute in the assessment of its validity in the given employee's life, and evaluation of its application level by the current employer, Table 2 lists the number of position of the given attribute in the original P.A.S. Z. questionnaire⁴,
- c) **The lowest evaluated partial satisfaction attributes for a given organization**, calculated as the lowest value of the obtained produce of indicators for a given satisfaction attribute in the assessment of its validity in the life of a given employee, and evaluation of its application by the current employer, Table 2 lists the number of position of the given attribute in the original P.A.S. Z. questionnaire,
- d) **Diversification of the results of the sense of satisfaction**, calculated as a standard deviation from the obtained average sum of the sense of satisfaction in the surveyed organization, indicating the potential large/small dispersion of results,
- e) **Max. and min. individual level of the sense of satisfaction for a given organization**, analyzed as borderline indications, illustrating the width and volatility of attitudes (responses) within one organization.

The table below presents a summary of the abovementioned indicators divided into two separate groups of the surveyed organizations. Each group was assigned with the surveyed subjects in accordance with the adopted value of classification points for the class with the nominal high (A) or low (B) level of quality of human resource management processes.

For the sake of clarity of the presented data, the wording of individual satisfaction attributes, which have been calculated, as those that have the greatest impact (positive and negative) on shaping the sense of job satisfaction, are shown. From the comprehensive set of 23 items in the questionnaire, 14 dominant factors were identified for the set of determinants revealed in the disclosed comparative studies with the numbers:

- n. 2 – Adequacy of remuneration for the job performed and position held,
- n. 4 – Non-wage income bonuses obtained on the position (their diversity and availability),
- n. 6 – Leadership style of the supervisor (the way he works),
- n. 5 – Expressing recognition to an employee on the part of supervisors and organizations,
- n. 8 – Organization of the whole company and its arrangement,
- n. 11 – Personal direct relations with own supervisor,

³ The range of nominal results of the satisfaction index varies between [-207, +207].

⁴ In the P.A.S. Z. questionnaire, there are 23 subjective attributes in parts A and B.

- n. 12 – Personal direct relations with own colleagues,
- n. 13 – Variety of tasks performed at the employee’s position,
- n. 14 – Sense of tasks performed at the employee’s position,
- n. 15 – Validity of tasks performed at the employee’s position,
- n. 16 – Level of individual responsibility for the results and manner of the employee’s work,
- n. 19 – Level of independence and autonomy in the work process of the given employee,
- n. 21 – Possibilities of promotion in the structure of the organization,
- n. 23 – Achieved achievements and professional successes at the position.

Table 2. Summary of the results of achieved satisfaction levels in the context of the research subgroups of the high (A) and low (B) potential quality of the personnel function

	Dimensions of the analysis of a sense of satisfaction				
	Medium level of satisfaction (p.)	Strengthening attributes (no. in the questionnaire)	Limiting attributes (no. in the questionnaire)	Intensity of variability of results dispersion (p.) <i>Standard deviation</i> Mean	Max/Min (p.)
Group A	+63	n. 14, n.16, n.19	n.2, n.4	69%	+175/-168
<i>FF</i>	60	n.12, n. 19	n.2, n.8	78%	+175/-69
<i>FC</i>	92	n. 8, n. 19	n. 4, n. 5	36%	+160/+8
<i>KP</i>	47	n. 14, n. 16	n. 2, n. 4	95%	+150/-53
<i>FH</i>	53	n. 14, n. 16	n. 4, n. 21	92%	+170/-168
Group B	+41	n. 11, n. 12, n. 19	n.2, n. 4, n. 21	102%	+183/-113
<i>SK</i>	45	n. 13, n.15	n. 5, n. 21	95%	+183/-63
<i>UW</i>	49	n. 19, n. 23	n.1, n.2	93%	+150/-53
<i>IK</i>	13	n. 6, n. 12	n.2, n. 4	400%	+119/-113
<i>SP</i>	38	n. 11, n. 19	n. 8, n. 21	81%	+132/-44
<i>US</i>	60	n.11, n. 12	n. 4, n. 21	40%	+147/-10

Source: own study.

Interpretations of results

Considering the differences in the basic indicator of satisfaction between groups A = [+63 p.] and B = [+41 p.], it should be assumed that this is a fairly clear difference in the level of declared satisfaction between the surveyed subjects. **Therefore, it is acceptable to conclude on this basis that the conditions for the implementation of modern HRM solutions have a noticeable relationship with the shaping of**

employee satisfaction. In addition, it should be stated that the factor responsible for such a division (into employees more and less satisfied with their work) also includes the industry and the form of the surveyed organization. In non-commercial institutions owned by the state or local government – on average, the indicator of satisfaction was lower than in the case of strictly business organizations, where the capital is of private origin. The only exception is the [US] organization, – the poviata authority office, which achieved a level of satisfaction at the medium level for group A, approx. +60 p. In this particular case, it may result from the fact of a specific “clan” organizational culture based on the stability and retention of employment unchanged for years. It is also significant that the study took place after the autumn local government elections, where the political situation from before the elections was maintained, and thus a high sense of employment security appeared for the next few years. The opposite conclusions can be drawn by analyzing the results of a sense of satisfaction in the same group [B] e.g., in the case of the [IK] organization, in which artists and choristers employed full-time in state operas were surveyed. Here, in turn, a very low sense of satisfaction with the job was visible. This is an example of an organization where a very low level of HRM practices is declared (or even missing) by the managers of these entities. This is reflected in a very low average level of satisfaction [+13], with the addition of an example of an organization in which up to 40% of unite negative indicators of professional satisfaction were obtained. For comparison, not even one negative result was obtained in the company producing chemical materials included in group [A] [0 indications]! Therefore, it is a company which, in the opinion of its managers, is professionalized from year to year in the implementation of modern HRM concepts (e.g., it measures human capital value). On the other hand, the example of a law firm [KP], which was included in the category of entities that implement methods and personnel tools well, indicates the level of satisfaction of employed lawyers slightly higher than the average level for non-business institutions with low prestige of personnel function. This distribution can be explained by a specific type of the organization and legal form of such a law firm, where the possibility of promotion and raising own value in the formal organizational hierarchy is very limited. Nevertheless, in order to achieve a certain generalization, the distribution of average satisfaction results for both groups A and B can be the evidence of the existence of a relationship between the quality of HR processes in the practice of managing employee teams and the perception of their satisfaction with employment in such a company or institution.

In addition, when analyzing the distribution of single, individual attributes that shape a sense of satisfaction, it should be emphasized that they are rather diversified due to the two research groups proposed. In the case of companies with a potential high-quality personnel function, the satisfaction factors based on the incentives related to responsibility, sense and independence of the performed work dominate

positively. Determinants that limit satisfaction in this group of surveyed companies included most often inadequate non-wage benefits, lack of recognition or restriction of promotion. In turn, in the case of a synthetic assessment of the indicated unit attributes for group B, they firstly constitute a different set, and secondly, they are much more diverse in relation to each other. This takes place both in the case of the most positive and negative indications of the shaping of satisfaction. The factors affecting the high level of satisfaction of employees of companies included in the subset of public low quality of HRM (group B), may include relations with the supervisor, diversity and importance of tasks, achieved successes and independence at work. The most daunting attributes included lack of promotion in the structure, lack of adequacy of remuneration for the job and position held, or faulty organization of work in the surveyed institution. An important additional observation is also the larger (but only slightly) degree of differentiation of the indicated attributes in the case of group B, especially in the category of sources that increase dissatisfaction. This may prove the relationship between effective human resource management, which limits the scope of factors that reduce job satisfaction.

It is worth noting that the **level of income** by principle was not indicated in the surveyed organizations as a key attribute. On the other hand, low income has always been indicated as an important source of dissatisfaction, but it was recognized only once as crucial, and what is interesting – it concerned a specific institution [UW] – a university. Attributes directly related to the level of income, both in the case of groups A and B were, however, relatively rarely indicated as the first choice incentives. This can prove a very wide spectrum of impacts based on non-material tools for attitudes and employee behavior in terms of triggering satisfaction or, more broadly, towards motivation and commitment systems. What is worth emphasizing, in each of the examined cases, attributes related to material gratifications, were always included in the category of factors destabilizing the sense of satisfaction at a particular employer. No professional group in any of the surveyed organizations indicated the level of remuneration as a variable that increases job satisfaction. This is the conclusion that justifies e.g., the assumption of a two-factor concept of the theory of motivation by F. Herzberg.

The distribution of results in terms of variation and obtained variances of responses, in both A and B groups, was in most cases high or very high. Calculating the intensity of the variability of satisfaction results, calculated as the quotient of the standard deviation in percent, for group A it amounted to over 60%, and for group B even over 100%. This proves a very scattered and strongly subjectified assessment of one's own sense of professional satisfaction. It can be assumed that generating averages at the level of a given organization, generalizes the results too much. It is better, probably to aggregate average satisfaction levels, broken down by occupational, age or dependent on other demographic or organizational data. In addition, in each case

similar widths of the real ranges of satisfaction scores were obtained (approx. from – 150 to + 230 points of differentiation). This may indicate that regardless of the model of the personnel function and its quality, or the nature of the company – assessing the sense of satisfaction is very subjective in the perspective of a given employee and it is sometimes difficult to generalize these results. Standard deviation in both groups A and B (and thus high indexes of intensity of differentiation) at a level close to the average for a given set proves a quite considerable diversification of individual employees' feelings in this respect. In the case of companies with a higher quality personnel policy, there is a smaller diversification. Therefore, it can be assumed that through an efficient use of personnel function, a fairly uniform set of attitudes and pro-efficiency behaviors can be obtained.

Conclusions

Bearing in mind the accepted constraints and design assumptions of the presented research, the author is aware – of quite a large conventionality and declaration of the comparative conditions of creating professional satisfaction carried out in this way. On the other hand, the results obtained demand a certain range of determinants dividing a given set of organizations into different levels of job satisfaction (potentially high and low). Thus, the collected data can be considered as objective material in terms of inspiration for discussion, further research or the idea of promoting the model of human capital, especially in public, local government or state institutions.

Recapitulating the presented results, we can synthetically assume that:

- there is a connection between the implementation of a modern personnel function in the organization and a potential increase in the satisfaction level of employees,
- individual attributes (sources of perception of well-being) that shape the subjective total sense of satisfaction are more diverse than the attributes responsible for dropping and limiting contentment,
- the higher the quality of human resource management, the lower the diversity of satisfaction sources, which may indicate a more rational impact of the personnel function in the case of its high quality,
- diversification of the satisfaction levels within the surveyed organizations is not significantly dependent on the level of quality of HRM processes, and the nature and industry of the organization,
- in the overall assessment it can be concluded that there is a large diversity of individual employee satisfaction levels in each of the surveyed organizations⁵, while

⁵ The rate of differentiation intensity ($\frac{\text{Standard deviation}}{\text{Mean}} \times 100\%$) for the surveyed groups was, respectively, for A = 70%, B = 102%.

positive responses dominate (in low ranges of points), which may be the basis for the conclusion that satisfaction is highly subjective and difficult to generalize,

- income does not determine the satisfaction level in a key way, but the relationship between the decrease in satisfaction in the case of becoming aware of the lack of adequacy of received wages in relation to the job and position held has been confirmed.

Summarizing the above, the model of human capital management generates sources of competitive advantage of the organization by triggering effective employee attitudes in the work process. Results of the described research indicate that it is possible to achieve professional satisfaction with a high degree of certainty. This is why it is worth taking care of it, and with full confidence promote solutions in practice that enhance and strengthen the positive increase in the sense of satisfaction with own workplace. Effective and strategic human resource management is one of the best ideas to achieve this.

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Abstract

This article describes the comparative analysis of employee satisfaction level in the context of selected HRM determinants in various types of organizations and industries. The assumption was made that the objective attributes of the sense of professional satisfaction (in the form of variables shaping the nominal quality of the personnel function) influence the perception of the subjective feeling of job satisfaction. On that basis, the following research problems were posed – does the potential high quality of the personnel function translate into a high sense of employee satisfaction? Therefore, the main cognitive objective of the adopted research was an attempt to identify the occurrence of the potential impact of selected determinants of the quality of the personnel function on the results and distributions of the obtained indicators of job satisfaction. The basic conclusion from the research is the statement that the high quality level of the modern personnel function determines the increase of the sense of professional satisfaction, however the sources of this satisfaction (subjective attributes) are quite diverse and do not depend directly on the impact of HRM quality in the organization.

KEYWORDS: HUMAN RESOURCE MANAGEMENT, HUMAN CAPITAL, PROFESSIONAL SATISFACTION, QUALITY OF PERSONNEL FUNCTION, HIGH POTENTIAL WORK SYSTEM, EMPLOYEE INVOLVEMENT

JEL CLASSIFICATION CODES: M12, O15

DETERMINANTY I UWARUNKOWANIA FUNKCJI PERSONALNEJ KSZTAŁTUJĄCE POCZUCIE SATYSFAKCJI ZAWODOWEJ – ANALIZA KOMPARATYWNA

Streszczenie

W niniejszym artykule opisano analizę porównawczą wyników poczucia satysfakcji pracowników w kontekście wybranych determinant ZZZL w różnych typach organizacji i branż. Przyjęto założenie, że atrybuty obiektywne poczucia satysfakcji zawodowej (w postaci zmiennych kształtujących nominalną jakość funkcji personalnej) mają wpływ na postrzeganie subiektywnego odczuwania zadowolenia z pracy. Na bazie takiego założenia postawiono następujący problem badawczy: czy potencjalna wysoka jakość funkcji personalnej przekłada się na wysokie poczucie satysfakcji pracowników? W związku z tym głównym celem poznawczym przyjętych badań podjęto próbę zidentyfikowania występowania potencjalnego wpływu wybranych uwarunkowań jakości funkcji personalnej na wyniki i rozkłady uzyskanych wskaźników poczucia zadowolenia z pracy. Zasadniczą konkluzją z badań jest wniosek, że wysoki poziom jakości nowoczesnej funkcji personalnej determinuje wzrost poczucia satysfakcji zawodowej, niemniej źródła powstawania tego zadowolenia (atrybuty subiektywne) są dość znacznie zróżnicowane i nie zależą wprost od wpływu jakości ZZZL w organizacji.

SŁOWA KLUCZOWE: ZARZĄDZANIE ZASOBAMI LUDZKIMI, KAPITAŁ LUDZKI, SATYSFAKCJA ZAWODOWA, JAKOŚĆ FUNKCJI PERSONALNEJ, HPWS, ZAANGAŻOWANIE PRACOWNICZE

KODY CLASYFIKACJI JEL: M12, O15