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## **ERGONOMICS IN HUMAN RESOURCES MANAGEMENT**

**Abstract:** *The apaper contains the characteristics of contemporary approaches to the identification of the personnel function of the organization. Discusses human resources as a matter of research and makes a general identification of areas of human resource management task. The rest of this article describes the relationship existing between the process of human resources management ang the related areas such as ethics and ergonomics.*

**Keywords:** *ergonomics, ethics, human resources management*

### **1. INTRODUCTION**

Due to the close relationship of human resource management process and its ethical considerations, it is proposed to extend the scope of research on the issue of ethical attitudes of employees and monitoring their compliance with the list of tasks in the study of human resources. M. Parkin writes, human capital is the accumulated skill and knowledge of human beings, which arise from their training and education - these are the factor of production called capital [1].

Drawing on methodological layer, developed in the course of the Department of Statutory Research conducted in The Department of Process Management at the Cracow University of Economics in 2009-2013, the author offered own proposal of The Human Resources Audit Card (HRAC), including analysis of the research areas, also in the ethical and ergonomical aspects [2].

It is worth to point out the advantages of ethical behavior in the organization [3]:

- knowledge of ethics as a field of knowledge,
- quality and dutifulness - good

performance of the duties which man is made, is its most important ethical duty as an entrepreneur, manager or employee - as well as providing customers with high-quality products is the most important duty of an ethical company,

- responsibility - an ethical person is aware of its responsibility for what it does, for the occupied attitudes and behavior and the consequences of objectively necessary actions,
- sensitivity and empathy - the ability to feel empathy for other people and felt by other mental states facilitates their own ethical behavior,
- imagination - sued to predict different states and situations, thereby avoiding adverse events and the situation for us and for others, a sense of justice,
- moral courage - ethical behavior often requires personal courage, ability to resist peer pressure and expectations, and even exposure to other people,
- loyalty - at work in terms of loyalty to both the employer and customers, superiors and colleagues, recognizes, however, the removal of loyalty when it is violated the law and decency, regardless of who violates them - the owner, superiors

or others colleagues.

Ergonomic aspects of human resource management organization is the organization of work, the shift system, the quality of machinery and equipment and medical care that the employer has fulfilled all its obligations in terms of comfort. This thread closely correlate with the concept of corporate social responsibility.

## 2. CONTEMPORARY INTERPRETATION OF HUMAN RESOURCES MANAGEMENT

Effective management of human capital affects the company's ability to adapt to changing operating conditions, as well as an essential condition for maintaining or gaining a competitive advantage.

The issue of human resource management in the company is present in many conceptual interpretations. In this part of the paper will be presented - based on the study of literature - different approach to this area of research.

Literature provides many terms that recognize people management. Frequently there are limits: the administration or management of the human factor, personnel management, human resource management, human resource management and labor resources, management of potential human (social) personnel function, personnel policies (personal, personnel), employment, human capital management, or - the broadest concept - management of intellectual capital.

Human resources organization composed of all its employees with their professional qualifications, functions exercised, performed tasks and attitudes, who by their activities in different functional areas contribute to the achievement of its objectives.

Table 1 summarizes selected methodological approaches in the field of

human resource management by selected authors.

**Table 1. Selection of concepts of human resources**

Author and description	Idea
W.R. Tracey describes <i>human resources management</i> as a function of an organization that focuses on the management and routing of the people [4].	<i>Human resources</i>
I. Beardwell and L. Holden - treat <i>human resource management</i> as a broader concept of labor relations from the concept of personnel management, including the development of a single worker thread [5].	<i>Human resources management</i>
D. D. Dubois and W. J. Rothwell developed the <i>concept of human resource management based on competence</i> . It focuses primarily on the individual, and then the results achieved by it and assumes the desired results, and the perception of organizational requirements for the employer rather than the workplace. Competence is what the human resources management system and determining factor in the process of recruitment, selection, placement, implementation of the employee to work, performance management and reward employee [6].	<i>HRM based on competence</i>
M. Dobija explains intellectual and human capital. Intellectual capital in the narrow terms of human capital is understood as the knowledge and skills that a person enriches the workplace, or the knowledge, skills and abilities of employees necessary to solve the problems recognized by customers as important [7].	<i>Intellectual and human capital</i>
T.W. Schultz, Nobel laureate	<i>Human</i>

in economics, first used the term human capital and gave the equation of human capital: (skills + behavior) x effort x time [8].	<i>capital equation</i>
Fitz-enz J. also writes about human capital. It is believed that the key to maintaining a profitable business or a healthy economy is labor productivity, which is called human capital [9].	<i>Human capital</i>

Source: own work based on literature.

Discussed the differences in terms of human resource management issues in the organization due to various practical experience of researchers and multifaceted capabilities approach to this issue.

### 3. HUMAN RESOURCES AND ETHICS IN MANAGEMENT AND ERGONOMICS

Ergonomic aspects of human resource management process is closely linked to the nature of ergonomics, the science dealing with the adaptation of work to the human body in terms of its features and characteristics of mental and physical, and of the need to create and ensure optimal working conditions in order to improve not only performance, but and comfort.

A wide range of issues, which include ergonomic features due to the interdisciplinary nature of science. Ergonomics draws because of the achievements of the biological sciences, technical and organizational.

It is worth to point out the frequent difference between ergonomics and safety. Health and safety is an area of operational management of the company, which although should be included in the company's operational strategy, but was limited to determining the ways of formulating and compliance procedures, reducing the risk of an accident or an occupational disease.

However, ergonomics is the science more creative - offering solutions takes into account not only the security issues and the responsibility for compliance, but also the humanization issue, including improving comfort, satisfaction and employee fulfillment.

According to H. Piekarz, the characteristics of ergonomics as the science of both theoretical and applied, specify the following guidelines [10]:

- chief message of ergonomics is to improve the "quality" of human life, the formation of such conditions, which may be a source of satisfaction, comfort and safety,
- primary goal of ergonomics is to improve (optimize) the human-technology, process, shaped by technological advances, the development of human needs, change of consciousness managerial
- the main subject of study of ergonomics is to analyze the relationship between humans and technology, and organization in different aspects of life.

In both streams of ergonomics, the concept and correction, an important place in terms of the effectiveness of human resource management systems diagnostics is ergonomic. The diagnosis of different types of loads they are subjected to the man in the work process, and assess the impact of working conditions on the behavior of the working man allows you to make appropriate adjustments in the organization of the work in such a way that human labor was a source of satisfaction and contribute to the fulfillment.

### 4. CONCLUSION

Ergonomic systems management is closely linked to the management of human resources in the labor process, treated very broadly, including both production processes, as well as administrative and office work, as well as the work environment.

One should determine ergonomics as the knowledge about how best to adapt the technology, tools, machines, organization and physical work environment and consumer items to the anatomical, physiological, psychological and social needs of the human being (including health and safety requirements).

Linking ergonomics of human resource management is reflected, among others, in the recommendations of this

study, concerning the organization and functioning of the human-machine (machine protection, organization and rest breaks). The issues of ergonomics in the workplace is also included in the proposed audit charter company personnel. The issue of ethical management of human resources developed companies included in the mentioned Human Resources Audit Card (HRAC).

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