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THE CONCEPT OF THE RESEARCH ON CHANGES IN HUMAN RESOURCE MANAGEMENT IN A PROCESS-ORIENTED ORGANIZATION

Summary

The article presents the concept of research on changes taking place in human resource management in an organization adopting process orientation. The movement from the functional to the process organization calls for reformulation of organizational roles, including those connected with the personnel function. The research on changes covers three areas of human resource management: institutional, process and instrumental ones. To identify changes in the human resource management sphere the author used the the Process and Enterprise Maturity Model (PEMM) by M.Hammer. PEMM covers five key factors in process maturity and four factors developing organizational abilities for process management. The reengineering creator's long-time experience in analyzing processes has become the foundation and justification for identification of change areas in human resources management in a process-oriented organization

1. Introduction

The changes that are taking place in a contemporary enterprise mainly result from general economic trends, globalization, and ever growing fiercer and challenging competition as well as from concentration of resources and activities. The initiators of changes to management systems cannot fail to see the processes taking place in the macro-economic and political scale. Many scientists believe that the organization's driving forces in the 21st century are: the Internet, processes and cooperation. The Internet offers possibilities of limitless communication, learning, taking up economic cooperation without geographical constraints as well as realization of work processes which are

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better adjusted to meet the customers' expectations. Thanks to the Internet, the processes realized in organizations obtain external support, from various contractors and subcontractors. Development of internal market relations forces competition between internal organizational entities and external subjects, which undoubtedly improves the quality and effectiveness of realized processes. Cooperation not only inside an organization but also with external entities, creates new possibilities of initiating unique ventures with exceptional structure of resources, methods of operation and organizational competencies.

New ventures created on the basis of Internet communication, processes and cooperation, require creation of appropriate conducive organizational conditions. They call for appropriate design of basic business processes as well as all the auxiliary ones. Personnel processes belong to auxiliary processes. The place and role of these activities realized within the supporting function have been defined in the chain of values by M.E. Porter. Personnel processes creating the human resource management system in a process-oriented organization [Pocztowski 2003, p.39] should acquire new objectives and new measures of effectiveness. Therefore the research on the changes taking place in organizations adopting the process orientation may significantly influence the state of knowledge of new trends and challenges facing human resource management.

2. The reasons for analyzing the subject

Human resource management is a concept which creates a proper approach to the personnel function in an enterprise. When in the 1980s the first models for human resource management were created (the Michigan and Harvard models), the reference point was a function-oriented organization. Work organization was related to the division of company into functional areas, which grouped individuals and organizational units on the basis of similarity of tasks performed by employees. Key personnel roles were assigned to line managers. The dominant path of vertical promotion in a hierarchic structure of the company additionally restricted line employees' access to knowledge, leaving the greatest privileges to executives. Such state of things accounted for the main barrier in competing in a dynamic and unpredictable market dominated by knowledge (Knowledge-Based Economy, KBE).

Companies soon realized that in order to compete effectively they should increase their flexibility in reacting to changes taking place in the environment. The fundamental requirement for such functioning, though, is unlimited access to knowledge and involvement of all employees in perfecting work organization which should be more oriented towards customer's (internal or external) expectations.

The beginning of the 1990s saw the origin of the movement for creating new concepts of company organization (Hammer, Champy, Davenport), which was called the revival of the process approach. The fundamental difference though, was the scope of defining the processes, covering all areas of the enterprise, not only its manufacturing systems.

The process forms of organization with all their conditions and consequences could develop in companies thanks to new information technology. Increasing the access of line employees to knowledge opened up possibilities of increasing decision power among process performers (empowerment). New challenges appeared for human resource management in such organizations. It is worth mentioning here the concept of D. Ulrich from the beginning of the 1990s concerning new roles for personnel managers. The author identified four key roles: strategic partner, administrative expert, employee champion and change agent [Ulrich 2001, p.51]. In the latest publications, two more roles appear: interest integrator and globalization expert. The above-mentioned roles clearly show that the personnel decisions have been taken out of personnel departments and transferred to executive positions, while personnel managers and specialists should provide support for all entities taking personnel decisions.

The type of activities in human resource management area can be recognized in three areas: process, instrumental and institutional. In the contemporary model presentation, the human resource management system consists of three elements: personnel strategy, which constitutes an integral part of organization's strategy, personnel processes integrated with basic business processes and tools used in solving particular personnel problems [Pocztowski 2003, p. 39].

One of the aims of personnel strategy is to provide an organization with competent personnel, able to achieve its new business objectives. In a process-oriented organization the demand for new competencies needed in managing and realizing processes will undoubtedly appear, for example designing the process, identifying process measures, creating and using IT infrastructure for the process management needs, identifying expectations of clients/process receivers, creating new organizational roles, etc. Therefore an organization will need employees who are independent and responsible, ready to self-organize in teams and to self-manage. Process-oriented organizations should possess a well-developed system of knowledge management, oriented at using and developing the intellectual potential of staff. Among the parameters of the knowledge management system we can distinguish: development of knowledge potential, involving employees' knowledge in company activities and continuous learning [Grajewski 2007, p. 172].

The development of knowledge potential should be through: 1) continuous identification of the influence of strategic goals of the organization on work

of individual workers and processes; 2) supporting activeness of workers in implementing new ideas, such as designing and improving processes; 3) growing significance of experimenting, also in risky conditions; 4) creating favorable conditions for informal learning through facilitating contacts between employees. The involvement of employees' knowledge in company activities should be possible due to: 1) consulting serious problems connected with development and changes with employees, 2) facilitating corporation activities – going beyond organizational framework; 3) taking care of openness in thinking and acting, so that procedures did not replace critical thinking. Continuous learning in the knowledge management system should be supported by 1) strengthening the position and independence in taking decisions by employees who learn on their own and support development of others; 2) rewarding those employees who learn on their own and support development of others; 3) new roles of executives as coaches; 4) effective system of recording knowledge potential in an organization; 5) strategic role of training programs [Grajewski 2007, p.172].

Personnel processes should be integrated with business ones. It is not only about internal coherence of the human resource management system, but a wider organizational perspective. It is one of the main reasons why changes in human resource management should originate in business processes. This point of view, though, is hard to find in contemporary work on human resource management. We could venture a thesis that strategic partnership for human resource management, if it happens in the company at all, is insufficiently tied to the company strategy and operationalization of business goals and with application of contemporary management methods.

Insufficient link between personnel function and economic activity of the company is also visible at the institutional level of human resource management. This problem becomes particularly acute when a company is introducing new orientation in work organization. Transition from function-oriented organization to process-oriented one requires redesigning all company areas. This is particularly difficult for managers responsible for particular functional areas of the company as they are afraid of losing their influence, power, and quite often – part of their financial income. The personnel function has been systematically strengthened in companies as a result of adapting the concept of human resource management popularized since the beginning of the 1980s [Fombrun, Tichy, Devvanna, 1984, s.81]. However, if we look at the personnel issues included in publications on human resource management, it is not hard to notice how the researchers' attention is deeply focused on internal problems of the personnel function. The sources of personnel problems are often sought in the business area of the company, although we often observe competence problems in this area, which are not tied with business competencies.

Human resource management in a process-oriented organization requires development and application of appropriate tools. The tools created for function-oriented organizations will not always be appropriate for process-oriented ones. One of the basic tools is the job description as an effect of the work analysis. The aim of the job description was to precisely define the place of an employee in an organization and in an organizational unit, to determine the scope of their obligations, rights and necessary qualifications. However, the concept of a process-oriented organization assumes constant changeability of work processes, continuous improvement of processes by their performers. This means that precise job descriptions may constitute a barrier to the development of a process-oriented organization. This problem also concerns other tasks and tools applied in them, for example periodical assessment of employees or their remuneration. In function-oriented organizations, it is the task of the manager to evaluate employees, and even if other people appear in the evaluation process, the final decision is made by the manager. Managers decide how evaluation criteria will be used, though they are usually influenced by personnel specialists. These criteria are rarely directly related to process measures, as they are mostly indirectly related to achieving better effectiveness of an organization as a whole or with work specificity in a particular organizational unit. It rarely happens that workers participate in creating research tools, for example evaluation questionnaires, or at least in creating criteria or principles of evaluation. An equally problematic issue is rewarding staff. The rewarding foundations, if they are correlated with work effects, these are usually effects of an individual or the whole organization, rarely of the team. A process-oriented organization should operate basing on teams focused on process realization. The effects of the processes, corrected by the final effect of the organization, should be of vital importance in creating rewarding systems.

The above-presented problems of human resource management are only a short section of the issue of transforming an organization from the function-oriented to the process-oriented one and changes to the personnel function. The scope of this article refers to all the above-mentioned areas of human resource management: process, instrumental and organizational. This means that the research on changes in human resource management should cover all personnel processes in the company, all instruments and organizational solutions in realizing personnel processes and tasks.

3. Current state of knowledge

The contemporary presentation of a process-oriented organization is quite a new area of scientific research. While the studies in this area have been conducted for two decades all over the world, in Poland they are still in their

infancy. This can be confirmed by the fact that the education content in the area of process management at the Management field of studies was introduced at the last program reform in higher education in 2007. Contemporary organizations face serious challenges concerning work organization facilitating flexibility of operations and, consequently, speed of taking decisions which are essential for clients.

The Polish research on human resource management in process-oriented organizations still lacks a publication which would cover an in-depth analysis of system solutions and which would aim at building a scientific model. An essential contribution to the development of this field of studies was made by the only book on this subject by Jarosław Marciniak (2006), "Standaryzacja procesów zarządzania personelem", which covers issues related to reorientation of the personnel department in a process-changing organization. Special emphasis is placed on the actions which are taken in relation with obtaining quality certificates. From the perspective of the latest concepts of process management, forcing process orientation for the purposes of obtaining quality certificates has many weaknesses. The change process is initiated from the top, managers still play a dominant role in an organization, whereas the contemporary process approach is based on root initiatives, involvement of employees in perfecting processes, empowerment, self-organization and self-management of teams.

The significance of the research problem can be seen in many articles or chapters appearing in the past few years, concerning changes in the realization of personnel function. Special attention should be drawn to the works of: P. Grajewski, W. Cieśliński, J. Kopeć and A. Kozina, R. Krupski, J. Czuchnowski, A. Pochtowski and Z. Wiśniewski, T. Oleksyn, A. Bitkowska, W. Kowalczewski.

Foreign sources definitely offer more knowledge of modeling the personnel function in an enterprise organized around processes. First of all, we should list the authors whose publications built a foundation for contemporary organizational transformations: M. Hammer, J. Champy, T. Davenport, J. Short, K.P. McCormack, W.C. Johnson, C.B. Adair, B.A. Murray, P. Drucker, J.R. Katzenbach, D.K. Smith, R.L. Manganelli, M.M. Klein, U.R. Muller, I. Nonaka, H. Takeuchi, G. Rummler, A. Brache, P. Senge, D. Ulrich, D.M. Fischer, P. Harmon, K. Lewin, M. Porter, M.J. Wheatley and others.

The current publications on managing a process-oriented organization prove clearly that companies are increasingly determined to improve the flexibility of their operations in the market. The most developed concept, meeting the needs of great dynamics of changes in the market is the process approach to management. The booming education and training market in this field satisfies the current growing interest in acquiring knowledge of business process management (BPM).

The development of the model of human resource management in process-oriented organizations may not only constitute a valuable contribution to the organizational management science but also support all entities responsible for shaping education programs and for practitioners searching for systematized knowledge and answers to some outstanding questions. An inspiring material referring to this issue could be an article by M. Hammer and S. Stanton, published in Harvard Business Review, entitled “How Process Enterprises Really Work”. The authors quote examples of such companies as IBM, Texas Instruments, Owens Corning or Duke Power to prove that transformation of the structure focused on the main processes facilitates generating profits. The article, apart from organizational, systemic and relational concepts, also presents the challenges facing human resource management. The company managed by processes needs infrastructure which will support the work of teams responsible for realization of processes. The basic elements of this infrastructure listed by the authors are: 1) measure of work results, 2) rewarding, 3) work organization, 4) trainings and development and 5) career paths [Hammer, Stanton 2003, p. 88].

The measure of work results is still a daunting task that many managers cannot cope with. In a process organization, it is vital to be able to analyze processes using the criteria of achieving the main company goals. We must be able to determine the influence of particular processes on the achievement of company goals, therefore we have to identify appropriate measures of particular processes. Using these measures, managers may not only control the process flow, but by concentrating their employees attention on them, they build their awareness of how the process works. The same process measures should be used to determine the work results of particular process performers and effects of teamwork.

Rewarding employees should, at least partly, be related to process results. Process results are confronted with the objectives of the operational results. Team members may receive bonuses, depending on the degree in which these aims are realized, while process owners may grant additional bonuses to outstanding employees. The remuneration of process owners may depend on, for example, such factors as: process results, results according to business sector, company results.

Work organization in a process mature company gains transparent structure. However, the process maturity brings several conflict situations. Workers grouped in functional areas, subordinated to line managers, begin to participate in realization of processes for which their owners are responsible. This is a conflict-prone situation, especially at the level of measuring the effects of employees work, taking personnel decisions concerning rewarding or developing employees. Thus it is beneficial for each company starting

organizational reorientation towards processes to take consistent actions aiming at rejecting functional structures.

Employee training and development in a process organization are becoming even more important than in a function-based organization, in which employees have a narrow range of responsibilities and do not need extensive knowledge of how other departments work. In a process-oriented organization, employees must understand the whole process and the contribution of other units in its performance. Trainings for process performers are more important than trainings for managers. Self-management and self-organization based on employee empowerment require continuous perfection and development of competencies. Teamwork skills are especially important in a process-oriented organization, as it is the team performing the process which becomes a basic organizational unit.

Career paths in a process-oriented organization may change due to maximum shortening of the hierarchical ladder in a company. Employees are practically deprived of the possibility of vertical promotion, therefore new career models need to be developed. They are usually connected with acquiring the competencies for process management or obtaining more power and more serious tasks without changing the position in the company, or finally, with changing the position by moving to another process.

The elements of human resource management infrastructure in a process-oriented organization, outlined above by Hammer and Stanton, show the challenges and directions of change for personnel specialists in organizations. There is no doubt that the significance of some personnel processes is changing, the most important being employee development, measuring work effects and motivating staff to involve in performing and streamlining processes.

4. Research assumptions and concepts

Creation of the human resource management model in a process-oriented organization requires in-depth analysis of conditions created by the company for new solutions. Therefore, we should first refer to advanced work aiming at implementation of process work organization. We can use here the concept of examining process maturity and organizational capabilities included in the model of process audit proposed by M. Hammer - Process and Enterprise Maturity Model (PEMM). The factors of process maturity and organizational capabilities identified by the author of PEMM (www.hbr.org or www.harvard.pl/hammer), constitute an essential and safe (the author has more than 20 years of experience) starting point in diagnosing process orientation of a company.

5 factors enabling process realization [Hammer 2007, p.116]:

- process design – is analyzed by formulating the purpose, the context of process performance and process documentation,
 - process performers – evaluated on the basis of their knowledge of the process, abilities needed in process performance, behavior connected with teamwork and responsibility for process effects,
 - process owner – analyzed through process identity, activities related to coordination of process work, authority over process performers, budget and IT systems
 - infrastructure – analyzed from the perspective of IT systems supporting process management and human resource management systems,
 - metrics – we evaluate how detailed they are and how they are defined
- 4 organizational capabilities [Hammer 2007, p.120]:
- leadership – identified by awareness of business processes, alignment to process changes, behavior of top managers towards process changes in management sphere, management style supporting process-oriented organization,
 - culture – analyzed by teamwork orientation, focus on customer, responsibility of managers and process performers and attitude to changes shown by all members of an organization,
 - competencies (expertise) – they refer to process mapping and modeling and methodology of implementing changes within processes,
 - supervision (governance) – analyzed on the basis of model solutions in process management developed and used by the company.

According to M. Hammer, the process reaches full process maturity when its design is documented and reflects adjustment to other processes and company IT systems in order to optimize the company and reflects adjustment to processes of clients and suppliers in order to optimize the effects of cooperation between companies. Such adjustment requires cooperation of process owners inside and outside the company, in relation to internal and external clients. Process documentation describes ties with other processes, and its electronic presentation should facilitate its management and improve effects as well as enable analysis of environment changes and process reconfiguration.

The requirements concerning performers' knowledge, capabilities and behaviors are vital in the maturity of processes. Performers should know and understand the process in which they participate, they should know how their work affects internal and external clients, they should be acquainted with the process effectiveness indicators and know the industry in which their enterprise operates as well as its ties with other companies. Performers should be able to solve problems related to process realization, be able to work in a team and self-manage. They should be able to make decisions and should possess appropriate skills of change management. The behavior of process performers should

guarantee conformity of process realization to company goals. Therefore it is vital to discern signals to start necessary changes to the process and to propose proper improvements.

Process maturity is also evaluated through the role played in it by the owner. It is assumed that this should be a senior level manager, responsible for designing, implementing and budgeting of the process. Their efforts should focus on improving the process taking into account company strategic aims.

Process infrastructure mostly covers IT systems and human resource management systems. The process is supported by the IT system with module structure, enabling communication with various internal and external subjects. The human resource management system, covering recruitment, professional development, rewarding and promoting, should serve the process needs and effects, cooperation inside the company and between firms, individual learning and readiness for changes.

Process metrics should mainly refer to costs and quality, and should be defined on the basis of customer's requirements, in accordance with enterprise's strategic goals and conditions of cooperation with other enterprises. These measures need regular reviewing and updating with reference to the realized strategy.

Progress in process management requires creation of appropriate favorable organizational conditions. Organization's capabilities are determined by appropriate leadership, organizational culture, competencies and proper supervision. Senior level managers treat process management not as a project but as a way of managing the enterprise, they treat their own work as a process, they base the development of new business opportunities on processes. A team of senior level managers hold the authority by presenting their vision and influencing others, not by ordering and controlling.

Organizational culture in process management is based on strong team orientation. Each employee is aware of their participation in the process and teamwork. Also teamwork with clients and suppliers is a common practice. Proper attitude to clients is a strong integrating element, focusing people on continuous perfection of processes. The most important organizational competencies are those related to process management, design and perfection. Supervision in an organization follows a developed model comprising properly defined organizational roles. All organizational forms are to improve processes.

The analysis of particular factors uses a four-degree scale, with each degree described. Reference to each degree calls for analysis of premises confirming the described state of the process. There are three possible states: when there are over 80% premises confirming the described state, 20-80% premises and up to 20% premises. The process maturity analysis should indicate areas of

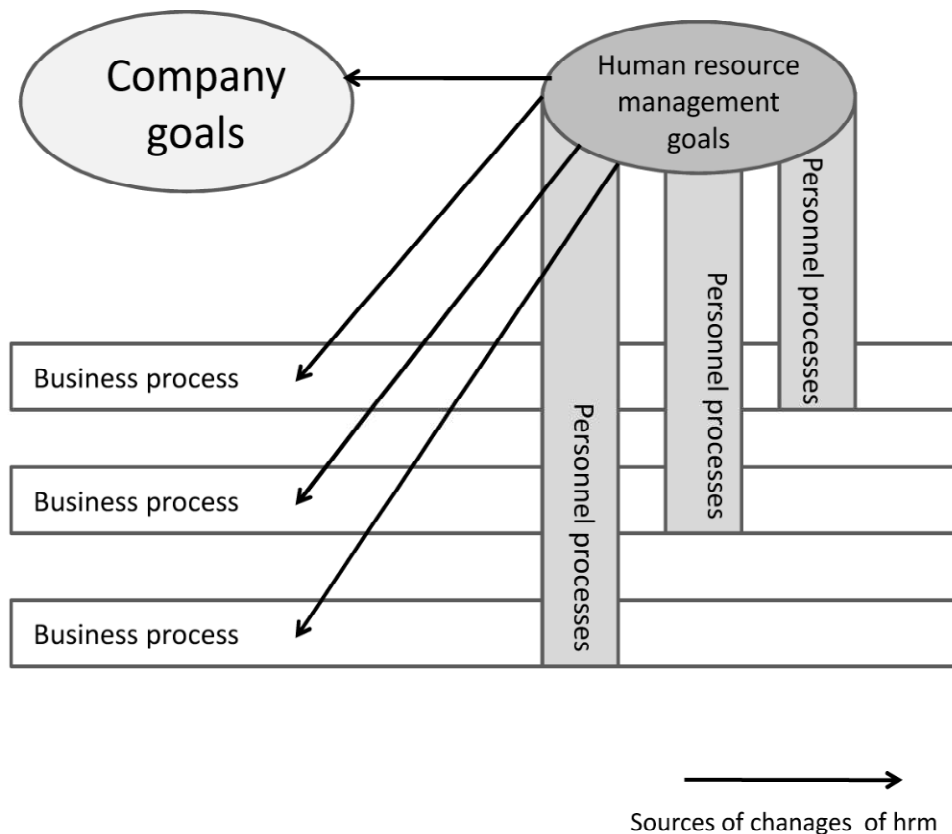
negligence in process performance. The author of the concept points out the necessity of harmonious development of the process within all factors in all levels of progress.

The evaluation of process maturity should constitute a reference point in interpretation of used practices related to human resources management. Identification of changes taking place in particular areas of human resource management should enable us to develop the model of human resource management for organizations adopting process orientation in management. The model of human resource management in a process-oriented organizations should incorporate the following elements:

1. New objectives of human resource management related to organization's process orientation
2. All subjects and their role in human resource management (with special emphasis on the role of a line executive)
3. Relations between the above subjects and communication principles
4. Operation principles of all employees (including functional staff)
5. System of managing human resources in the organization
 - 5.1. Key personnel processes and principles of their creation, performance and improvement
 - 5.2. Sources of designing and selection of methods of human resources management aiming at improving organization's flexibility (for example empowerment, forms of teamwork, measures of process effectiveness evaluation, self-management, self-organization)
6. Standardization of work processes
7. Cultural dimension of a process-oriented organization

Special attention should be paid to additional sources of changes in human resources management. In a process-oriented organization, these sources can be found not only in company objectives, but also in particular business processes. Designing all organizational processes should start with the survey of customers' expectations, then personnel processes will be an answer to the demands of employees involved in business process performance (Figure 1). This system of relations leads to the creation of new organizational structure, built on the basis of a client system. Experience obtained from research on functional cultures has shown that the role of an internal customer in reality boiled down to the postulate of managers, while a process-oriented company creates organizational conditions for the development of the client system. The role of an external or internal customer is incorporated in the process from the design to order processing and evaluation of effects. If clients of personnel processes are performers of all other processes in the organization, the sources of changes and improvement in human resource management should be sought mainly in changing expectations of employees.

Figure1. Business processes as new sources of organizational changes

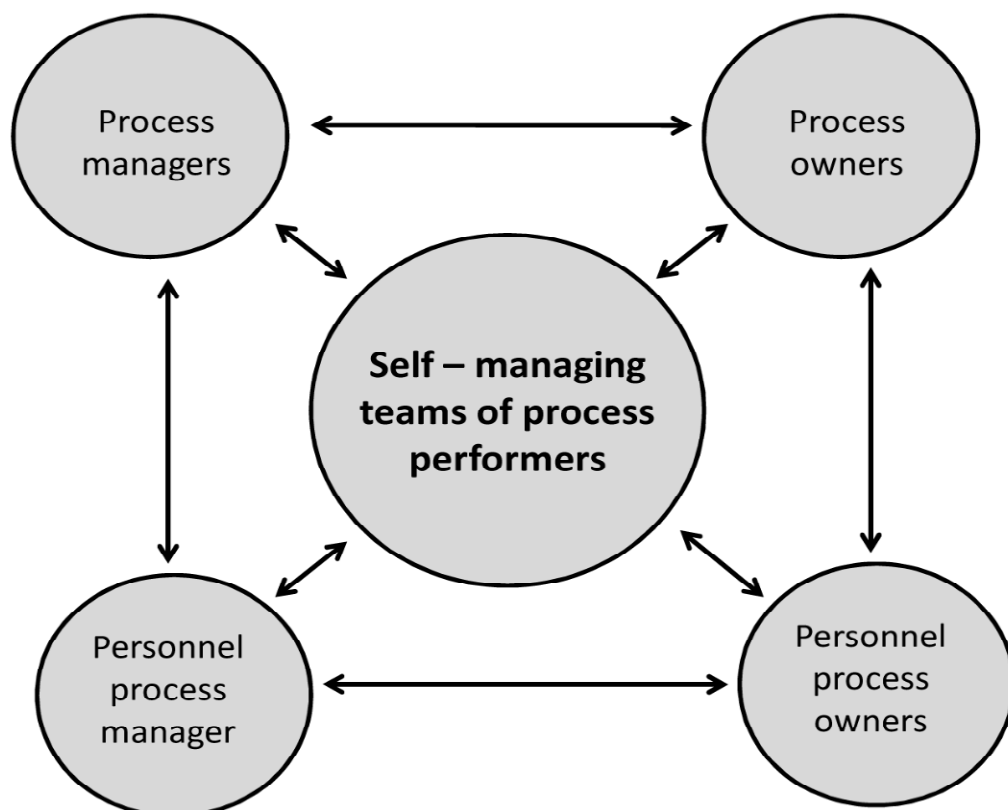


Source: own elaboration.

As a result of shaping new organizational roles, new subjects of human resource management appear. Process performers will become the main subject, and their importance will grow in line with the scope of empowerment inside the organization. It is postulated that in a mature shape of the process organization employees should work within self-managing and self-organizing teams. Through defining the areas of employee initiative, that is processes they can perfect, and through development of empowerment to make decisions, the significance of employees as process performers is growing. Therefore the influences and the scope for making personnel decisions by managers in functional structures and process owners in process organizations are shrinking. The role of a team executive is more concerned with coordinating work and creating conditions for task realization than in the classical system of management functions: planning work, organizing the team, motivating employees and supervising their work [Griffin 1997, p.40]. The organization of personnel processes in a process-oriented organization is also changing. The place of line managers is being taken over by process owners, the place of managers responsible for particular functional areas in the company is being taken over by managers responsible for groups of processes or mega-processes. Managers and process owners set in business processes or other supporting

processes, also participate in human resource management, to a smaller or larger extent realizing the objectives of personnel policy and strategy. Personnel specialists, personnel process managers and owners of particular processes in a process-oriented organization take on the roles of strategic partners, experts – advisors, administrators, leaders of change. In a process-oriented organization the concept of Ulrich’s four roles seems to have the best justification and real conditions for its application.

Figure 2. Subjects of human resource management in a process-oriented organization



Source: own elaboration.

Characteristic feature of process-oriented organizations is unrestricted communication in vertical, horizontal and even diagonal directions, possible thanks to IT tools and the basic principle of communicating as needs arise in processes. Such type of communication allowing initiating communication by all participants of an organization (Figure 2) naturally destroys the hierarchic system of information flow, information possession and information management.

5. Formulation and verification of research hypotheses

The direction of research on changes in human resource management in a process-oriented organization requires formulation of certain hypotheses. In Polish reality, the company operations are conditioned not only locally or regionally, but also internationally. Each company operating in Polish market, even if it is not a branch of a multinational corporation, must face international competition. Therefore it is justifiable to refer first of all to the international environment of an organization.

H1. Adopting process orientation in an organization is determined by international standards in enterprise management.

The research on changes in human resources management in a process-oriented organization should be correlated with process maturity. Not many companies decide to adopt radical solutions, for example through reengineering. Most companies enter the path of gradual organizational reorientation involving employees performing processes in this process. For employees to be able to participate in the process of designing and improving processes, they must possess appropriate tools and be empowered. In contemporary process management IT tools not only enable us to obtain, gather and process information, but also discipline the activities of employees responsible for processes. Therefore the second hypothesis refers to tools which help develop processes.

H2. Process maturity is determined mainly by use of IT tools in process management and by empowerment of employees and teams.

Strong position of the personnel team in an organization may constitute reinforcement of introduced changes or be a hindering force. Business competencies of personnel specialists seem to be crucial in understanding the environment of an organization and the needs related to competing, and in good communication with managers responsible for company strategy and its implementation. If personnel specialists understand business objectives and methods of achieving them, they should be able to incorporate themselves in the change process and to become change leaders using instruments of human resource management (for example motivating, improving efficiency or developing employees).

H3. Personnel specialists, if they are not leaders of process orientation, become the main source of barriers to implementation of changes.

Process maturity of an organization concerns all areas of the company, including human resource management. Changes related to process reorientation should cover all aspects of human resource management: process aspect – to adjust to the needs of teams performing processes in the company, instrumental aspect – to develop tools for intended objectives and tasks, institutional aspect –

to organize the process of making personnel decisions and to define the roles of subjects responsible for human resource management in the company.

H4. Development of organizational capabilities of process management is determined by human resource management spheres: process sphere (how personnel processes are performed), instrumental sphere (what instruments are used in process HRM) and organizational sphere (how institutionally organized HRM is).

The assumptions and research concepts listed in this section may constitute a starting point for conducting research on changes taking place in human resource management in a process-oriented organization or the one which is adopting process orientation. Research in this area should bring measurable benefits for the current state of knowledge in human resource management and for an organization which initiates research on process maturity and on human resource management support.

Verification of research hypotheses requires proper selection of research methods. The basic dilemma at this stage of research concerns which type of methods we should use, the qualitative or quantitative ones, or whether it is possible to combine them. Taking into account the fact that the concept of process management in Poland is at its early stages of implementation, it might turn out to be difficult in research practice to identify all subjects that implemented and began to introduce changes aiming at organizational reorientation. Obtaining information on research survey for companies located in Poland may prove impossible, therefore the choice of survey sample may also be doubtful. Obviously, if we take into account the current state of knowledge of management concept in Polish companies, qualitative research seems more purposeful and justifiable. Each case study related to a company implementing process management in Polish reality may prove invaluable source of information about changes taking place in human resource management as a result of process reorientation of a company. This could be an important step in discovering in Poland the same changes that we have been observing in multinational companies for the past several years.

6. Conclusions

The aim of the article was to present the concept of research on changes taking place in human resource management in a process-oriented organization or the one which is adopting process orientation. Due to early stages of process orientation development in companies located in Poland, it was assumed that research on changes in personnel area should be combined with the level of process maturity of an organization. That is why Hammer's concept of PEMM was used to analyze process maturity and organization's ability

to manage processes. The presented concept of research should allow us to obtain knowledge which could become the foundation on which the model of human resource management in process organizations could be constructed. The presented assumptions concerning the model cover key components in process, instrumental and organizational or institutional aspects. The content of research: the object, subject or spatial one, covers the intended elements of the model and provides methodological coherence of the presented concept.

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