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### Summary of a doctoral dissertation

Human Resource Management in Non-Profit Organisations and New Public Management.

Doctoral thesis in the field of: Management Sciences, written under the supervision  
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The motivation for the realisation of the following dissertation was the gap identified by the author of the thesis in terms of instrumentation essential to be implemented as far as human resource management in the non-profit sector organisations, as well as the obligation to fill this gap with the tools of the New Public Management.

Today, non-profit organisations play an increasingly important role in society. They aim to pursue important social objectives such as protecting the environment, promoting equality and fighting poverty. However, in order to achieve their goals, NGOs need appropriate governance, including human resource management.

In non-profit organisations, where the aim is not to make profit but to achieve social goals, employees require a specific type of motivation to develop their unique skills and gain experience. An important element of human resource management in non-profit organisations is the formation of an organisational culture that fosters teamwork. Organisational culture includes values, beliefs and behaviours that are specific to this type of organisation. New Public Management, a public sector management concept, is also highly relevant to NGOs. Within the framework of New Public Management, non-profit organisations tend to become important partners of public administrations in the realisation of social objectives. New Public Management focuses on the effects and performance of activities, thus, in order to effectively monitor and evaluate achievements, NGOs are obliged to fulfil the above mentioned requirements.

The concept of New Public Management, which concentrates on results and efficiency, is being used by NGOs to better utilise resources and achieve social goals. With changing social conditions, NGOs need to be able to adapt their management approach in order to be effective and socially useful. Appropriate staff selection, shaping the organisational culture, monitoring and performance appraisals, as well as staff training and development, are the key factors that enable NGOs to operate effectively and realise social expectations.

The realisation of the dissertation objectives and the adopted research hypotheses determined the layout of this dissertation, which details an introduction, five chapters and a conclusion. The theoretical considerations, presented in the dissertation, organise the issues in the field of management of non-profit organisations, with particular emphasis on aspects of New Public

Management, providing the basis for the implementation of empirical research. The essence of the empirical aspect of the dissertation and its aim is an attempt to develop a model of human resource management in non-profit organisations taking into account the principles of New Public Management.

The partial objectives were defined as follows:

- to systematise the existing body of research in the field of human resource management in non-profit organisations;
- to identify the principles of the New Public Management in the management of a non-profit organisation;
- to identify the place of management in the functioning of non-profit organisations in terms of the New Public Management;
- to identify the instruments of the New Public Management determining human resource management in a non-profit organisation;
- diagnosis of the rationale for applying the human resource management model in a non-profit organisation supported by New Public Management.

In order to achieve the main objective and the sub-objectives, the work on the main issue was systematised by setting a main hypothesis as well as the specific ones. The main hypothesis is: The implementation of the principles of New Public Management in non-profit organisations depends on the management of human resources in these organisations.

As far as the specific hypotheses, they are as follows:

- non-profit organisations have a number of instruments of New Public Management through which they determine the effectiveness of human resource management;
- human resource management should take into account factors specific to each NGO in the context of New Public Management;
- determinants of NGO management should be separately diagnosed and isolated in relation to the specifics of human resource management taking into account the premises of New Public Management;
- systematisation of models of human resource management in non-profit organisations makes it possible to develop an original model of human resource management in non-profit organisations under the premises of New Public Management.

The research thesis has been divided into five chapters. The first, second and the third chapter systematize the theoretical background while the two following chapters are empirical ones.

The first chapter of this dissertation deals with public management, its development, evolution, as well as the instruments of New Public Management in non-profit organisations and the systematics of its models. The reflections undertaken in this chapter treat on both fundamental issues and the research of the public management literature, with the aim of structuring the theoretical background to the subject matter undertaken in the dissertation. The section also outlines the key developments taking place in the transformation of the concept

over the years, with a particular focus on New Public Management. The key models used in the New Public Management are listed.

The second chapter systematizes selected aspects of human resource management. In analysing and conceptualising the literature search, the issues of New Public Management are taken into account. In addition to discussing the concept of human resource management, contemporary management of non-profit organisations is presented in relation to the principles of New Public Management. This part of the dissertation also looks at the rationale for quantifying human resources in NGOs, the validity of this quantification and presents selected motivations for its use in NGOs. This is followed by a presentation of selected models of human resource management in NGOs.

The third chapter focuses on the determinants of New Public Management in human resource management in NGOs. The considerations were territorially narrowed down to organisations operating in the city of Częstochowa. It began with a classification of the determinants of human resources in these entities, which was an introduction to their [human resources] conceptualisation and operationalisation. This was followed by an exhaustive characterisation of the basic problems of New Public Management implementation in non-profit organisations.

The fourth chapter presents a generalised socio-economic characteristics of non-profit organisations in the city of Częstochowa, which formed the basis for the specification of selected stimulating and limiting factors of New Public Management in the functioning of the studied entities. This part of the dissertation also describes the processes of formation of Human Resource Management and selected NPM instruments implementing human resource management principles in selected organisations.

The fifth chapter of this dissertation is an exemplification of empirical research aimed at developing a model of human resources management in non-profit organisations of the city of Częstochowa with the use of NPM principles. The development of the model was preceded by a quantification of management models and a discussion of the impact of NPM principles on HRM in the studied entities. These issues formed the basis for identifying the conditions for applying the HRM model. The elaboration of the above-mentioned aspects allowed the development of the HRM model in non-profit organisations of the city of Częstochowa under the conditions of NPM, and thus - the achievement of the main objective of this dissertation.

The dissertation ends with a summary, in which a synthetic presentation of the research conducted by the author is included followed by the conclusions, resulting from the research objectives and hypotheses formulated in the thesis. An appendix of statistical research completes the dissertation.

The structure of the dissertation makes it possible to identify the key aspects influencing HRM in non-profit organisations in the aspect of New Public Management. The presented considerations, conducted literature research, analysis of the Częstochowa non-profit organisation environment, as well as the performed statistical research, constitute the basis for the author's model of human resources management in non-profit organisations of the city of Częstochowa in the conditions of New Public Management.