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## Zarządzanie ryzykiem personalnym w przedsiębiorstwach sektora energetycznego

### Human Resources Risk Management In The Energy Sector Companies

#### Summary

Human resources risk (HR risk) is a relatively new field of knowledge and science. With over 60 years of history it was not called HR risk in the beginning. 1950s were however the time when researchers and companies started to focus more on employees and their needs, discovering the advantage of treating the workforce with dignity.

HR risk is the key area of investigation of this doctoral thesis. There are several reasons for choosing this particular subject:

- rather poor literature on HR risk in Poland: with few exceptions it is an undiscovered area,
- lack of research: so far HR risk in Poland was treated theoretically,
- good examples of research in this area in Germany or the United States giving an impetus to conduct similar investigation in Poland.

The author focused his efforts on the HR risk management in the energy sector, as one of the most important branches of economy, having in mind how significant it is from strategic point of view. One of the main objectives designated to this sector is to ensure adequate security in terms of energy supply, which determines the level of independence for the whole country, but also shapes international relations. It is also significant that in Poland this sector is subject to a gradual liberalization and implementation of the principles of open competition.

Having this in mind it is worth noticing that the state of knowledge as well as the strategic meaning of the energy sector cause that it becomes extremely important to properly manage HR risk in energy companies.

Human resources are becoming more and more significant in today's economy, especially when it comes to their unique abilities and skills. Hence, it becomes very hard to replace them and requires high financial expenses. New hires need necessary training and development in the beginning of their employment, so they could become fully effective and fast enough with their daily activities. As a result there is a time gap between the moment of hire and full implementation of employee's new skills. It is not hard to imagine that it also requires costs before a person starts to create a value for the company. Additionally, one can never be certain that a new employee will eventually meet company's expectations despite the cost that was born.

On the other hand, for existing employees there is always a risk of being demotivated. Demotivation may cause a large variety of negative outcomes. The most important are:

- lack of engagement, commitment,
- acting against the company,
- leaving the company (loss of knowledge).

The concept of human resources risk management is aimed mostly towards mitigation of those risks. On one hand, the process of HR risk management should enable to identify and anticipate the risks. On the other, it should give the possibility to react or even use them to gain the advantage over competitors.

In the management and more precisely in the human resources management, uncertainty and turbulence are reflected through HR risks. The main purpose of this dissertation was to present the concept of HR risk from an interdisciplinary organizational perspective. The author has tried to analyze in detail the concept and main terms concerning human resources management, risk management and human resources risk management (theoretical part of the dissertation), and to investigate how the HR risks are perceived by the representatives of the energy companies and how the companies are trying to mitigate or use them.

In order to achieve that goal the author proposed HR risk indices, showing the significance and likelihood of occurrence of the most important HR risk categories, but also placing HR risk as a whole among other risk categories (e.g. legal risk, market risk). The indices were devised on the basis of a vast literature research and show the Polish perspective in regards to perception and significance of HR risk in the energy sector. As a part of the

research an attempt was made to identify the most commonly used methods and techniques of HR risk management. The author also tried to show the relation between the use of particular methods or techniques and variables devised to diagnose the organization in terms of human resources.

The theoretical part was divided into three chapters arranged in a way to present the concepts of human resources, risk management and HR risk management starting from a general view and gradually coming into more detail in latter chapters.

**The first chapter** comprises an introduction into human resources management (HRM). The meaning and importance of this field of study was shown. The author presented a variety of definitions and classifications of HRM. Existing models and strategies of HRM were characterized. The main goal in this chapter was to outline the evolution of the discipline to show the change of thought concerning human resources management in general.

In the **second chapter** the idea of human resources risk was introduced. Starting from the definition of risk from an interdisciplinary perspective, the author then depicted the term risk management and presented its classifications. In the end of this chapter the concept of human resources risk and its meaning among other organization risks was emphasized.

**The third chapter** is the most important from the theoretical perspective as it presents in detail the notion of HR risk categories. Available research results from the United States, Germany, or even South Africa, showing the meaning and probability for particular HR risk categories were discussed. In the end of the theoretical part of this dissertation the author presented a simplified model of complexity of the HR risk reality, showing the interdependence between its particular elements.

**The fourth and fifth chapter** present author's own research results. The main focus here was the assessment of human resources risk, its categories in the energy companies. Two perspectives were shown:

- company perspective: how a particular risk may affect general activities of the business and what a company does to mitigate the risks (HR manager's point of view),
- employee perspective: how risks that directly affect the employee affect the organization and what a company does to mitigate the risks (employee's point of view).

The research problem that was investigated in this dissertation is HR risk management, with the closer look on HR risk management in energy sector corporations.

The problem has been elaborated by three research questions:

**Question 1:** does the applied HR strategy affect career success rates of employees on key positions?

**Question 2:** does applying structured HR risk management methods affect the likelihood rates of employees on key positions leaving the organisation?

**Question 3:** does applying structured HR risk management methods affect success rates of employees on key positions?

Basing on the analysis of literature in the subject matter of the field of HR management, risk management and HR risk management (the analysis comprises the first three chapters of this dissertation) and the formulated aims of this dissertation, the following general hypothesis has been generated:

**GH: Application of heterogeneous tools and methods of risk management affects the HR risk reduction from the employer's perspective.**

With regards to the main hypothesis, four auxiliary (detailed) theses were formulated:

**H1: Enterprises applying human capital development strategy are characterised by a higher success rates of employees on key positions.**

The independent variable is the personnel strategy: human capital development (strategy), sourcing human capital and mixed strategy, the dependent variable is the career success rate.

**H2: The degree of tool diversification, HR risk management methods depends on the size of the enterprise/energy corporation.**

The independent variable acquired to verify this thesis was the size of the enterprise measured by the employee number and the dependent variables were HR risk management tools, which included the occurrence of risk management units, the number of days dedicated to training employees on key positions, the occurrence of HR risk management functions and motivating factors that were used.

**H3: Application of heterogeneous tools and methods of risk management affects the reduction of probability of voluntary leaving the organization by employees on key positions.**

The independent variable here is the occurrence of units dealing with risk management and HR risk management, the number of days dedicated to training employees on key positions and the occurrence of motivating factors, the dependent variable was the probability rate of voluntary leaving the organization by employees on key positions in the upcoming 12 months.

**H4: HR risk management stimulates the increase of success rates of employees on key positions.**

The independent variable here is the occurrence of units dealing with risk management and HR risk management, the number of days dedicated to training employees on key positions and the occurrence of motivating factors, the dependent variable was the career success rate. Here the means of measuring career success rate requires clarification. Some elements of the career success model of this dissertation's author were used for this purpose. This model assumes the occurrence of three groups of career success indicators:

- objective: salary, number of promotions and adequacy (of the position held and education),
- subjective-objective: prestige and social status,
- subjective: satisfaction with the current employment, satisfaction with the career progression, self-reflection image.

The following indicators were used in the measuring of the career success rate: prestige rate felt (subjective), satisfaction with the salary, fitness of the education to the function performed (adequacy), and satisfaction with the current employment.

Detailed analysis can be found in the fourth and fifth chapter. At this point however a general conclusion from the research can be drawn:

**Higher level of application of structured HR risk management methods and techniques is positively correlated with a lower level of that risk in the energy corporations. Application of those methods is linked with lower likelihood of a voluntary leaving the organization by employees on key positions on one hand, on the other with higher success rates achieved by those employees. Higher success rates are also connected with human capital development strategy. All the above mentioned positive effects are greater with bigger companies.**

As can be seen all the hypotheses have been confirmed.

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