

ABSTRACT

HUMAN RESOURCES MANAGEMENT IN TOURIST ENTERPRISES IN POLAND

The 21st century is a period of intensification of globalization processes around the world, which has covered all sectors of the economy. Every day, more and more international enterprises are established using global resources, including human resources. In economic terms, the impact of globalization can be observed through the emergence of the phenomena of market unification. Due to the cross-border nature of many companies, standardization of products and services has become a significant trend. However, globalisation does not only lead to the homogenisation of markets. Entrepreneurs who want to expand internationally must offer every increasingly demanding consumer a product or service that meets their expectations. This is primarily due to technological developments that have made it easier to access a wide range of products from all over the world. It is also worth remembering that many local markets are very different from each other due to cultural differences.

The Polish tourism sector has also been forced to assimilate with the conditions created by globalization. This applies in particular to the aspect of human resources management, which is the foundation of the proper functioning of any company in the tourism industry. The biggest challenges faced by tourism companies in the context of human resources management include: multiculturalism, global competition, increase in quality requirements set by the consumer, technological development, fluctuation of specialized staff or change in employees' expectations towards employers. Efficient management of human resources, taking into account the evolutionary nature of globalization and the cross-border nature of the tourism industry, determines the success of the company.

The main objective of the dissertation is to fill the research gap in the identification of changes taking place in the area of human resource management in the era of globalization of the 21st century and to examine the relationship between selected elements of human resource management and the strategies used by tourist companies in the field of team management.

Both the main objective of the work and the hypotheses allowed for the selection of appropriate forms and research methods included in the proposed research procedure, which enabled the implementation of the set goal of the work, the solution of the research problems and the

verification of the adopted hypotheses. The indicated research process was composed on the basis of three main stages:

Stage I, consisting of a thorough analysis of the available literature on the subject in the field of the subject discussed in the dissertation. In accordance with the principle of methodological eclecticism in the conducted research in the science of management and quality, it made it possible to select the most adequate quantitative and qualitative method, which were used in the subsequent stages of the research procedure. At this stage, the selection and selection of key issues for further research was also made.

Stage II includes conducting an unstructured interview, in which the focus was on obtaining information in the field of:

1. factors that affect the selection of candidates to work in a company in the tourism industry,
2. mandatory criteria for the employment of persons intended for human resources management,
3. human capital development strategy,
4. training of human resources management staff,
5. the reasons for staff fluctuation,
6. motivating factors,
7. effectiveness of the chosen form of work,
8. changes in the way of human resources management,
9. challenges for team management in the travel industry in the age of globalization.

In addition, the results obtained as part of the unstructured interview were used to conduct a SWOT analysis of enterprises in terms of human resources management strategies.

Stage III, as part of which a survey was conducted using the author's questionnaire of questions addressed to respondents. This stage required, first of all, the appropriate selection of the group of recipients in accordance with the principles consistent with the research methodology of the identified and previously selected companies from the tourism industry in Poland. At this stage, a number of methods were also used, such as the Pearson Chi-square study as part of the statistical analysis. The results obtained then enabled the creation of a path analysis model.

The aim of each of the presented stages of the research was to obtain information necessary to verify the hypotheses and to formulate conclusions allowing to achieve the presented objectives of the study.

In accordance with the adopted objectives and hypotheses of the dissertation, the essence of human resources management was presented in detail and the specificity of management in tourism industry enterprises in Poland was presented. Reference was made to the results of empirical research, which to a large extent located the discussed issues in the era of globalization of the 21st century.

The first chapter is devoted to human resource management in a modern enterprise. It discusses areas related to the essence of human resource management in theoretical terms. A number of objectives and selected concepts of human resources management are also presented, with a detailed characterization of selected models of human resource management, both classic (theoretical) and those used today. As part of the development of issues related to human resources management (HRM), the focus was on the broadly understood directions of HRM development, taking into account contemporary trends or challenges generated by the external environment, such as the present experienced by the global Covid-19 pandemic, which has changed the perception of many aspects of personnel management. The first chapter of this doctoral dissertation also describes in detail the position of a leader, referred to as a leader or manager, who performs one of the basic functions in any well-functioning organization. When describing the broad spectrum of HRM in terms of the functioning of modern companies in the tourism industry, it is impossible to ignore the idea of creating and implementing high-performance work systems, which, as well as the personnel management strategy, often determine the competitiveness of enterprises on the tourism market.

The next chapter is devoted to the globalization of the 21st century, i.e. a new definition of globalization, which is the first to present an innovative approach to the problems of contemporary globalization. This chapter broadly discusses the subject of progressing globalization as a determinant of the functioning of tourism industry enterprises. A large part of the chapter is devoted to the consequences of globalization. The considerations focus on both the positive aspects affecting the market and enterprises, as well as the negative effects that are an indispensable part of this process.

In tourist companies, knowledge of the issues related to globalization, including its essence and the mechanisms of change, is the key to maintaining themselves in an increasingly demanding

market. The industry itself is one of the most vulnerable to all kinds of global crises, which have been acutely experienced by almost all sectors of the economy in recent years. The essence of the operation of any tourist company is to reach the largest number of customers, offering the highest quality of services, which guarantees obtaining and maximizing profits in the shortest possible time through constant search for new solutions, optimization of activities and striving for innovation. The first chapter presents the types, features and properties of globalization as well as the issue of multiculturalism, which is a characteristic feature of global companies. In addition, the focus was on systematizing knowledge about the meaning of key concepts in the discussed area. The tourism industry in Poland is one of the most dynamically developing sectors of the economy, which is able to generate huge income and promote a given country on the international arena. Thus, it has a positive impact on economic development both nationally and locally.

The third chapter is fully devoted to the tourism industry and its specificity in terms of human resources management. The tourism sector in different stages of globalization is presented, presenting the theoretical basis for the definition and characteristics of this area. The factors of development of the tourism industry in correlation with the types and functions of tourism occurring almost all over the world are specified. The analysis of evolutionary changes in the industry in the era of the new reality – after the coronavirus pandemic – has been made again. It also focused on explaining the mechanisms that arise in the event of crisis situations and how to deal with them. Tourism companies, which were among the first to succumb to the negative effects of globalization in the 21st century, are trying to counteract them by creating individual and flexible strategies that provide adaptability to changes in the external environment. The contemporary challenges of managing a company in the tourism industry as well as the importance and directions of the use of new technologies in tourism are analyzed. However, the most important was to determine the specificity of HRM in enterprises, taking into account models of organizational structures and management of the tourism industry and diversification due to the level of tourism management in Poland (national, regional, local level). This made it possible to place the development of human capital as the main factor determining the business success of any organization.

The fourth chapter concerns selected aspects of human resources management in tourism industry enterprises. The structure of the chapter presents the elements of HRM, such as recruitment, training, motivation and elements of team management. These aspects are characterized in detail, focusing on the importance of selected strategies and describing

the main factors determining effective choices in team building, planning, work organization, work evaluation, delegation and feedback. The relationships between selected elements of HRM were also examined and their impact on the functioning of a company in the tourism industry was presented.

On the other hand, the fifth chapter of a strictly empirical nature, the content and form of which is based on the results of two-stage research carried out as part of a strictly defined research process (17 unstructured interviews with experts from the tourism industry and 395 results of questionnaire surveys), summarizes and confirms both theoretical studies and empirical works. This chapter also uses statistical analysis and SWOT analysis. The results of the research allowed to develop conclusions and recommendations in the field of human resources management for companies in the tourism industry in Poland in the era of globalization of the 21st century. In addition, the conducted surveys made it possible to verify the obtained data in terms of the characteristics of the group of people working in tourism in terms of gender, age, education or experience in comparison with statistical data obtained from the Central Statistical Office in Poland. On the basis of the analysis of unstructured interviews and surveys, information was obtained on the way in which the respondents perform work and what they expect from their employers, how tourism companies coped with the challenge of multiculturalism in the context of globalization of the 21st century and the approach of companies to the development of their existing human capital. As part of the analysis, the directions of improvement in the area of human resources management in tourism industry enterprises in the era of globalization were distinguished.

The summary is a conclusion concerning the research process carried out in accordance with the set research objective, the response to the problems posed, as well as an attempt to verify the adopted hypothesis.