

HUMAN RESOURCES MANAGEMENT IN SLOVAK TRANSPORT COMPANY

Розглянуто управління людськими ресурсами в транспортній компанії. Коротко розглянуті: управління якістю, функції управління людськими ресурсами і вимоги до персоналу.

Рассмотрено управление людскими ресурсами в транспортной компании. Вкратце рассмотрены: управление качеством, функции управления людскими ресурсами и требования к персоналу.

The article deals with human resource management in a transport company. It shortly examines the following: quality management, the functions of human resources management and requirements to the human resources personnel.

Introduction

Over the last years companies and organizations in our country have faced a completely new situation – the market directed economy system. To «survive» in these conditions it is necessary to deal with new economic, technical and human resources (hereinafter HR) issues. Their successful and flexible solving and exploitation affect economic «survival» of the companies as well as the individuals.

In this context companies start to focus on the HR management as a rate of quality, effectiveness and the related overall results.

Future perspectives of the companies will very much depend on:

- Quality of provided services;
- Product quality;
- Human potential quality;
- Professional and personal capabilities to fulfill assigned tasks;
- Overall quality of the company outputs;

Companies and organizations worldwide implement extensive quality management programs. In an increasing number of professional areas it proved right that an investment into quality was one of the most effective investments, which should be made.

Based on statistical data, lots of companies invest about 20...30 % of their annual turnover into repairing damages, settling conflicts, sorting out complaints, ineffective management etc. For this reason it is necessary to look for the causes operatively and minimize needs with the lowest losses possible. Bad quality not only harms the name of the company but even of those of the employees and has negative impacts on overall company out-

puts. Finally, it also reflects in the consumer behaviour, final products, customer attitude etc.

It is important to keep in mind that customers do not usually complain about the product quality as such, but their dissatisfaction can lead to changing suppliers or searching for new ways of cooperation. This is another reason why companies cannot ignore or underestimate the dimension of quality. On the contrary, quality development on all management levels should be a natural part of a company life, its budget, balances, product design and the actual people.

Companies of different size and legal forms offer quality outputs in different forms. Company quality depends on its structure and culture, and as such, it is an abstract quantity including all the quality-related results.

Success, which is closely connected to the quality, is the first indicator of the company „health“. Effective management and the related philosophy, strategy and practical processes are the guarantee of the company growth and prosperity. What is all important here is undoubtedly the human factor, the skills and willingness to fulfill the company's goals.

People are the owners of the quality. It is not only a system or a program introduced by advisors or production or quality management. Quality is what makes companies different from their competitors and what keeps the customers satisfied. For a satisfied customer is the only real indicator of a product quality.

Overall quality gives customers the right to define the services they require, to evaluate the services provided to them and to provide feedback to the suppliers. Companies and their people have to be flexible and adaptable enough to meet the requirements as they change and arise.

Total Quality Management (TQM) is a process ensuring that all the involved satisfy the needs of both external and internal customers. Quality should become a way of life deeply rooted in the company culture and values, and in the attitudes and skills of its people, both the individuals and the teams. Quality-oriented companies (Volkswagen, Rover Group etc.) make quality the center of their philosophy, binding employees on all levels.

How to achieve Total Quality Management

To achieve TQM it is necessary to:

- include the quality-related goals into strategic plans;
- consider the responsibility for quality an inseparable part of the work activities on all levels;
- ensure that all company employees lead by the company management fully agree and undertake to assure the quality;
- create quality-oriented teams interconnected both horizontally and vertically to cover the customers and the suppliers;
- provide training and education to the employees to develop their knowledge and skills;
- praise and reward quality improvements;

It is the HR management that owns the tools necessary to participate significantly in the TQM improvement. Experts in the HR management have the main competence in the key aspects of managing quality through people. They can offer all the creativity and knowledge of their internal consultants and service providers in the field of culture and change management, forming teams, communication, education management, ensuring loyalty to the company and behaviour modification.

Requirements to the HR personnel

HR personnel should have the following:

- Knowledge of business and operational plans of the company and ideas how to provide better quality than their competitors. This requires the assessment of the individual factors contributing to the quality performance of the company.
- Capabilities to transform these knowledge and ideas into trustworthy proposals and suggestions for the top management, associated with the plans to be implemented to provide good quality and management of required changes.
- High level of expertise related to the methods of behaviour changing, forming teams, management, education and communication.

- Capabilities to run the HR department as a separate unit dealing with the Total Quality Management; they should prove their capabilities to provide good-quality services to the internal customers.

HR management functions

The most important HR management function contributing to overall quality achievement is the organizational and personal development. The first thing HR management should provide to the employees is an opportunity to gain the knowledge, which together with the skills and experience, leads to qualification necessary to meet the quality-oriented company requirements.

Conclusions

The second most important function is creating work atmosphere focused on quality and providing information to the employees on all levels about tasks and responsibilities of the individual employees, clear presentation of the company strategic goals and forming the working environment, which makes the employees aware of quality assurance, motivates them to participate in fulfilling company goals and provides conditions supporting innovation.

The third function in the importance hierarchy ensuring quality outputs is a motivation system. To ensure quality it is necessary to keep the employees satisfied with their work and the related working conditions, and to provide them with honest wages and due rewards.

A good motivation system is an instrument of quality and gives employees opportunities to come to their own. Such an atmosphere makes room for creativity, new ideas and proposals for management processes and systems.

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