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The Impact of Human Resource Management on the Competitiveness of Transport Companies

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Abstract

The article analyzes the human resource management impact of competitiveness of transport companies. According to the scientific literature article discusses human resource management, Competitive advantage and competitive analysis concepts, evaluated modern human resource management models and theories of the relationship between companies and the allocation of human resources and competitiveness. The paper describes the Lithuanian transport sector companies operating in human resource managements research processes.

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1. Introduction

The term “human resources” is used both – in business environment and in reference to people working in organizations. Human resources (employees) are the most important assets and valuable resources in company’s performance. Employees are important, since their knowledge, experience and skills increase the value of an organization in the market.

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The definition of human resource management is inseparable from the term “management” [1]. Management is thus understood as organizing, planning, supervising, controlling, etc. Management pertains to internal company’s affairs.

The aim of the article: to analyse the impact of human resource management in the pursuit of competitive advantage in transport service market.

The objectives of the article:

- To analyse the concept of human resource management, as well as strategic human resource management models.
- To analyse the impact of human resource management on the competitive advantage.
- To provide research results on the impacts of human resource management strategy in the pursuit of competitive advantage in transport sector.

This article provides an overview of human resource management and competitiveness theories, models of human resource management concepts in order to define the ways in which organizations should assess and manage its employees to achieve better results and competitive advantage in transport service sector.

2. The concept of human resource management strategy

Human resource management in an organization is a strategic, consistent and comprehensive approach towards company’s human resource management and training [2]. Human resource management can also be defined as practical work with people encompassing employee performance analysis, planning the needs of the labour force and candidate recruitment, candidate selection, new employee orientation and training, wage and salary administration, educating employee commitments, as well as creating a fair and safe work environment [3]. Human resource management – is a coordinated approach to managing people that seeks to integrate the various personnel activities so that they are compatible with each other [4].

The provided definitions of human resource management enable to distinguish the so-called “hard” and “soft” cases of human resource management [5]:

- “Soft” approach to human resource management is used to increase employees’ loyalty, quality and flexibility.
- “Hard” approach to human resource management emphasizes a strategy in which human resources are distributed in order to obtain business results [1]. However, “hard” approach to human resource management is more linked to cost minimization strategies (e.g. low pay, minimal training) and frugal production (dismissals, work intensity).

To summarize, human resource management is very important in a company as performance results in a market largely depend on personnel (employees). The importance of human resource management lies not only in hiring of personnel, maintaining social security or dismissing an employee. Human resource management is a deployment of employee resources enabling companies to attain their strategic objectives. Human resource management is an effective deployment of employee resources to obtain company’s strategic objectives.

The aim of human resource strategy – is to find means that facilitate and contribute to personnel management and attainment of organizations’ objectives. The preparation of human resource management strategy starts with management philosophy and essential values that highlight the importance of employees as the source of the competitive advantage [6].

According to Strategic objective process model of human resource management, HRM strategies are integrated into business strategies and personnel management so that they are compatible with each other. In this case, internal personnel management systems and employee characteristics, as well as the analysis on the internal and external threats and opportunities are of equal importance.

To summarize human resource management strategy, it is possible to claim that strategy is integrated into each company’s profits and objectives.

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