

## STRESZCZENIE PRACY W JĘZYKU ANGIELSKIM

The challenges of the 21st century around the world, globalization, rapidly developing competitive markets, and the development of new technologies mean that nowadays much attention is paid to the process of human resource management. Modern organizations are constantly transforming. In order to survive and develop in a dynamic environment they must be highly flexible and able to adapt to new conditions.

Human resource management in an organization is an important process, both in terms of the structure of individual elements, as well as the methods of conduct that can be applied at each stage of this process. The size and structure of human resources have a significant impact on the choice of methods. The quality and structure of these resources in prison industrial workshops is fundamentally different from the structure in enterprises, where the internal labor market is shaped by free selection, taking care of acquiring the best employees, regular improvement of knowledge and competences.

The research problem of the dissertation is the development of a human resource management model that affects the level of organizational effectiveness of prison industrial workshops. It should be emphasized that it is the human resource management process that is one of the key factors determining the effectiveness of functioning of an organization. With the research problem formulated in this way, the main goal of the dissertation is to develop and implement a human resource management model that will increase the organizational effectiveness of prison industrial workshops in Poland. In order to achieve the goal formulated in this way, it was necessary to define partial objectives on the following levels: theoretical-cognitive, methodological, empirical and utilitarian.

The cognitive-theoretical objectives were achieved by organizing the conceptual apparatus relating to human resource management and organizational effectiveness, and by defining a human resource management model that will increase the organizational effectiveness of prison industrial workshops. The methodological objectives consisted in developing a methodological assessment of the human resources management process, as well as the organizational effectiveness of prison industrial workshops. They also refer to the development of research tools - a questionnaire and an individual in-depth interview scenario - regarding the assessment of the human resources management process and its impact on the organizational effectiveness of prison industrial workshops. The utilitarian objectives made it possible to develop a concept for assessing the implementation of the human resource

management model and organizational effectiveness in prison industrial workshops, and also consisted in formulating conclusions and recommendations for the managerial staff responsible for the implementation of the human resource management model in prison industrial workshops.

The structure of the thesis includes an introduction, six chapters sequentially related to one another, and a conclusion. The first three theoretical chapters were preceded by a bibliometric analysis. The first chapter presents a theoretical approach to the human resource management process with a particular presentation of the genesis and evolution of the human resource management process in the current of the development of the personnel function, defining the features and objectives of human resource management as well as the concept and new challenges of human resource management in an organization. The second chapter is devoted to organizational effectiveness in terms of social sciences. It presents the concept, criteria and methods of organizational effectiveness measurement. This chapter describes KPI (Key Performance Indicators), which are the main criteria for measuring organizational processes. The third chapter presents the definitions of the notion of model and modelling, human resource management models and the methodological concept of the human resource management model of prison industrial workshops. The fourth chapter presents the methodological basis of the individual stages of the research procedure and the research questions, objectives and research hypotheses. The method of selecting the sample was presented, as well as the study population was characterized. The methods and statistical tools used in the research as well as the indicators that were used to analyze the results were also characterized. The fifth chapter presents the results of the conducted empirical research. Descriptive statistics for all factors and the results of the tested structural models presenting the relationships between human resource management functions and organizational effectiveness were presented. Reference was made to the results of quantitative and qualitative research, then the process of tested research hypotheses was presented. The sixth chapter presents the conditions for the implementation of the recommended model of human resources management in prison industrial workshops. Practical recommendations for the managerial staff responsible for the implementation of the human resource management model in prison industrial workshops were indicated. Also the limitations of the adopted research approach and directions for further research were presented. In the conclusion the analyzed content was summarized, the research goals were settled, the most important conclusions from the research were

presented and the contribution to the theory and practice of management and quality sciences was indicated.

Keywords: human resource management, human resource management model, employee selection, employee motivation, employee remuneration, employee evaluation, employee training, organizational effectiveness, prison industrial workplaces