HUMAN RESOURCE MANAGEMENT

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Human resource management is a business-oriented philosophy, which concerns the management of people with line managers to achieve prosperity and competitive advantage in business. It includes all management decisions and practices that affect people directly or indirectly. This issue must be given to each company separately and each must set its rules and its "best" way of managing human resources.

K e y w o r l d s : Human Ressource Management, Organization, Employee, Line Manager

1 INTRODUCTION

Human resource management should be part of every organization. Many authors are dealing with human resource management, and most of them considere it the most important business assets. Its purpose is to align employee goals with the strategic goals of the organization, thus creating conditions for the work ethic and willingness of employees to work. The fact that human resources are the most important business assets should every copany realize on it´s own at the beginning and try to be sufficient to take care of their employees.

The process of human resource management consists of various steps that follow each other. The process starts with the planning of human resources, when the management has to start to realize what and how much human resource are needed. After recognition of this fact follows the decision of the selection of potential employees. The most common methods of choice include advertisements, recruitment from competitors or employee of the recommended range of internal resources. After the previous activities automatically followes staff training, that leads to the development of careers. The result of this process are executive employees who are able to submit the required long-term performance.

2 HUMAN RESOURCE MANAGEMENT

There are several definisionsof human ressource management. Perhaps the most accurate is the one that says: *human resources management is a system whose makers are human resource managers specialists and users are all management levels within the organization*. Its purpose is to identify the strategic objectives of employees with organizational goals and create the ultimate style of work, which was reflected as a competitive advantage to the organization directly into its business outcomes. The essence of human resource management must respect the responsibility of the organization, not just responsibility of recruiters and line managers, because the overall responsibility for managing people is not only concentrated in departments dealing with human resources services. Every business manager needs to be addressed in part the management of human resources.

2.1 Objectives of Human Resource Management

Human ressource management is focused on several objectives. The principal one is the objective of achieving competitive advantage through strategic deployment of capable and dedicated employees. In locating employees, the enterprise aim to create consistency between the number and structure of jobs and the number and structure of employees, so that the requirements of a specific position correspond to the maximum extent possible, job skills and dexterity assigned to this position. Also, the company should take care of employees, and therefore it must also make optimum use of manpower, that is optimal use of working hours and employee skills. So the employees are able to perform the work assigned to the position to be able to adapt to the development of technical and technological point of view and don´t stop only at one place, the enterprise must provide its employees the opportunity to develop their career working as well as personal development.

2.2 Human Ressource Management Enviroment

Human resource management is affected by many factors from external or internal environment, which affect not only the operation and decision making in the organization, but also procedures to find potential employees. It also affects job candidates. The critical environmental factors affecting human resources management currently include in particular:

- **Socio-demographic changes** affecting the general condition of labor, which has a further impact on the level of supply and demand in the labor market. It is therefore necessary to estimate the demographic development in that country. Valuation of demographic trends shows how population growth continues and how the population ages. Socio-demographic changes affects the organization but also the candidates.
- **Technological change** offers rapid development techniques and technologies increasing opportunities in various fields. They have a major impact on the content of the work, which varies in terms of developing new things. It cause obsolescence of certain occupations, but create space for new creation.
- **International changes** gaining momentum as a result of globalization. In order to effectively manage employees at the international level, it is necessary to know the differences in countries where the company plans to undertake. Typically, companies doing business abroad to occupy the position of senior staff from their home country. This means that the human resources working in foreign offices must be managed so as to match the cultural, social and legal conditions of the country in which they are located.
- **Impact of State in the form of laws**, *regulations, economic policy* has a major impact because it is a control and determining rules for the whole area of human ressource management. The government has a major impact because, laws and regulations have direct effect. The important role of employers in this area is adapted to employment policy by the laws and regulations and to do everything in accordance with legal standards.

Internal conditions include factors that affect the organization. These conditions may also affect the company and employees or candidates for the job. The internal conditions are:

- **Financial terms** of influencing other people's highest number of factors in the organization because "they don´t make" enough money, they don´t pay their employees to finance retraining programs, or to help redundant employees find new jobs.
- **Technological change** can be defined as complex of procedures and methods used in the production of goods and services. The introduction of new technologies has advantages and disadvantages. It belongs among the benefits we can eliminate the negative aspects of work and greater competitiveness of firms. The disadvantages include changes in the structure of work and increased costs of retraining for changing workload
- **Organisational culture** is a basic picture of how it works, because every organization should have created their own culture. The quality speaks of how the organization cares about employees, the relationships between them, and about their motivation. Employees in the performance of their work must identify and accept the organizational culture. All internal and external conditions are interrelated and influenced. The quality of their connections and influence directly reflects the quality of human resource management.

3 DESCRIPTION OF THE FUNCTIONS OF HUMAN RESOURCES MANAGEMENT

Human resources are an important strategic factor for business success.

One of the most important activities of human resource management is the acquisition and selection of the right of employees to the company. This is evidenced by the results of American research, which from among the 900 top managers, 72% found the finding and obtaining high-skilled workers as a priority.

3.1 Recruitment

Recruitment is one of the functions of human resource management, the task of securing the necessary number, structure and people skills. It's an activity that aims to ensure that vacancies in the company to attract enough suitable candidates.

The hiring policy is therefore to find, reach out and get people interested, that companies need to fill vacancies. The way the company provides human resources depends on the overall corporate HR strategy. Businesses can gain from internal employees, but also from external sources. Generally, to achieve the company's success is not important number of employees, but their quality.

The most important task of recruitment is to get the most suitable candidates for selection. Needless to say without saying that the recruitment should be no discrimination based on gender, race, religion, age, etc.., Of course, be suspended until the specification.

The process of searching for workers ends with the recruitment of a number of applicants for the job. The process may be described as a first step towards the improvement of bussines personal workers.

3.2 Selection of employees

Recruitment is a complicated process of final finding with minimizing subjective factors, which consists in selecting the person who most closely matches the criteria for a job. Attention is focused on whether the applicant meets the requirements of the job, but also of the organization as a whole. Selection can be understood as communication between candidates and employers.

The process of recruitment has, as well as acquisition, the stage at which it is necessary to comply with their order. Assessment documents for job applicants to determine the completeness of required documents. Preliminary interview is designed to supplement the facts included in the written materials supplied by candidates, or to clarify the leadership organization of the fact which the applicant did not address in detail and that the organization considers important.

The final result of the employee selection process is the decision of choosing the most suitable candidate and letting know the candidate.

3.3 Motivation

Motivation is the psychological process that activates human behavior and give him some direction. It is the driving force that leads to meet their needs and to achieving personal and organizational objectives. The basic form of motifs are necessary and all other forms are developed from them. Necessity is the state of lack or excess of something that leads individuals to perform certain activities. Motivation is also one of the most important factors affecting the life of the individual. It should focus its attention on those activities or work that amazes him and fulfill, precisely because it is the biggest motivation of all people. The success or failure of motivation strongly influences the company production, either the quantity or quality of products and services. Only exceptional cases occur and neither over-motivation worked for various business processes in the barrier.

3.4 Rating

The success of the enterprise decides its ability to define the strategy and achieve more efficient production processes. both provide the people in key positions. The strategic approach is to have people in key positions better than the competition. This is necessary to assess the human potential. The evaluation of job performance is studied by the worker himself, or his job performance. It is essential to realize that the difference between the evaluation of workers of different professions and in different positions. Evaluate the work performance of staff, himself, his colleagues, superiors or directly. subordinates, specialized agencies or people from the neighborhood (eg customers, suppliers, partners).

3.5 Remuneration

Goal of the human resources management is to ensure that employees utilize their working hours. One way to achieve this is the choice of an appropriate system of remuneration of employees

that will motivate employees adequately and fairly rewarded.

Methods of remuneration are different. The organization may choose to pay in the form of material (eg, bonuses, wages) or intangible (eg, employee benefits) benefits. For this reason, forms the basis for employee compensation and payroll system organization turns its attention mainly on the relationship between wages and salaries and employee performance.

Remuneration in the modern human resource management is not only a wage or salary, possibly other forms of cash compensation that provides workers' organizations as compensation for work performed. This modern remuneration is much broader. It includes promotion, and also formally recognized employee benefits provided to an employee organization, regardless of his job performance.

The organization has the relatively wide range of options to reward its employees for their work and for that they are employees of the organization.

The most common form of remuneration in the current companies are rewarded for the finished work called premium.

3.6 Training of Employees

Knowledge of people is a fundamental goal and at the same time due to modern society. It is conditional on the current environment that requires continuous improvement, improving, adapting and developing the educational level of people. Education must take into account all current needs. Education means the process of conscious and purposeful and active mediation of creating a system of acquiring scientific and technical knowledge, intellectual and practical knowledge and human experience, the formation of moral traits and personal interests, activities or groups of human beings for the purpose of creating personalities. The basic objective of education for employees is through the formation of purposeful work potential to create conditions for the efficient organization of tasks.

3.7 Career Development

Career can be defined as a way of life of individuals, in which a person acquires new knowledge, skills, experience, develop and implement their personal potential. The *first career starts* at the age of 16 to 25 years. It is characterized by the development of individuals through education and training for their future careers. The *second phase of career* starts between 20 to 35 years of age, when this period is characteristic of the individual's career growth, but not in terms of education but skills and practical work experience. Between 35 -55 years of age occurs at the *third stage career*, which occurs in some top employees to achieve career. At this stage the employee may choose to maintain a strategic career or for sedation. Lastly, the fourth phase is the same for all employees and at the end, retirement or termination of managerial careers. Everyone is responsible for his own carrier. Goal that you want to achieve would be determined after a thorough self-assessment of their abilities.

3.8 Redundancies

Employment relationship can be terminated voluntarily by worker who goes somewhere else, or may be terminated at the end of the career of the worker. Nowadays, however, cases where the worker must leave involuntarily are not ussual. The reasons for such termination of employment can be a lot, whether layoffs due to changes in the organization, or as a solution to bad behavior. The most common reasons for termination include:

- **Agreement** on the termination of employment is a form where the employer and employee agree on termination of employment, employment relationship shall terminate on the date agreed. Agreement on the termination of employment by the employer and employee are concluded in writing. The agreement may be grounds for termination of employment if the employee requests it or if the employment is terminated for reasons of organizational change.

- **Testimony** can be delivered by the employer and employee. The employer may give notice to an employee only for the reasons set out in the Labour Code. After giving notice to terminate employment expiry of the notice period. This period is equal to the employee and employer, and if both parties shall otherwise agree, that's at least two months. The notice period begins the first day of the calendar month following receipt of notice and ending on the last day of each month.
- **Termination** of employment for a fixed period agreed upon expiry of this period. If the employee continues after the agreed time with the knowledge of the employer performing work applies to the employment relationship has changed the employment relationship concluded for an indefinite period if the employer and the employee agree otherwise.
- **Terminate** the employment of a probationary employee and the employer may, for any reason or no reason. The employer may terminate employment during the probationary period of a pregnant woman, the mother of the ninth month after giving birth and breastfeeding woman only in writing or is invalid.

4 ANALYSIS OF THE PROCESS OF EXTRACTING, SELECTION, TRAINING, PERFORMANCE REVIEW AND REMUNERATION

The process of acquiring, selecting, training, evaluation and compensation of workers in the aerospace industry is very diverse due to the specifics of their own jobs in the industry. Aviation personnel can be divided in flying personnel, which includes pilots and cabin crew and ground staff, which includes handling, air traffic control authorities, management and security personnel.

4.1 Recruitment

Recruitment procedure is almost the same for all positions, it´s different only in the documents that must be submitted in the adoption of the management company.

- **Pilots** must have a minimum age of 16 to 21 years depending on the driver (transport, commercial, private pilot airplanes, etc.). They must be holders of an airline pilot and also holds a first class medical license, which addresses the physical and mental status and visual and hearing to the applicant. Depending on the pilot, he must have flown 16 to 1500 hours and he also must have the necessary language skills. In addition to these skills he must be at least secondary educated. The requirements for aircrew are solved in prescription L1 - Competence of personnel.
- **Cabin crew** must be aged at least 18 years, while the upper limit is determined by the employer, as well as the required language skills. Education is the same as the pilots, at least secondary. However, unlike the pilots for the air crew medical fitness sufficient second classes.
- **Aircraft maintenance** license shall have a minimum age of 18 and completion of upper secondary education and also should have experience in their field.

At the Airport Prague - Ruzyne is preferred recruitment mainly from internal sources, which is good because, personnel from internal sources in the company is run and can better adapt to the team and working conditions for a new job title. In this case, appeal manager or head of department employees with a new offering Nevertheless, the enterprise should also think about recruiting employees from outside sources or from the competition, because these potential employees can bring new business to an unbiased view and new ideas. Company also offers job applicants with disabilities, thus It belongs to their normal working life despite their handicap.

4.2 Selection of Employees

The selection of employees in the aviation industry takes into account the fulfillment of the tasks required and submit the necessary documents.

- **Pilots** must beside resume and cover letter also submit a medical certificate and pilot's license. In order to be recruited to pilot also

needs to have the required number of hours flown.

- **Other professions** in the aviation industry is sufficient to cope with the proficiency test, where their practical experience, or just an interview with executives and directors.

The interview at the Airport Prague - Ruzyne has four phases. In the first phase being acquainted with the candidates and the issues, then run pre-prepared questions. The third phase takes place through a free interview where the candidate can explain things that are important for managers and have been explained in the documents supplied. The interview was conducted in the boardroom, where the head of the interview and prospective employee see each other, but on the other side, table can act as a barrier and may act on a potential employee depressing. When selecting an employee, the emphasis is primarily on the characteristics, abilities, education, but in some positions, especially the emphasis on practice in the field. It is necessary to set an upper limit on the maximum number of interview on the day to line managers confuse the individual candidates.

4.3 Training of Employees

- **Pilots** must also complete secondary education and language skills to control and aviation terminology and have knowledge on aviation law, aircraft, aircraft performance, meteorology, navigation, radio communications and flight basis.
- **Cabin crew** must have the knowledge and skills on how to use and operate emergency and rescue equipment, first aid and handling of aircraft.
- **Air traffic controller** must operate as pilots aviation regulations, meteorology, navigation, basic flight and Radio.
- The position of the **Handling Agent supervisor** at the Prague - Ruzyne airport to staff training carried out by a two-week intensive training, immediately followed by a verification test of theoretical knowledge.

Subsequent training is done in the performance of the work - the aircraft, which is good because staff have not only theoretical knowledge but they can be applied directly to practice. Individual workers are sent for training under a statute.

Although the training of employees is consistent to legislative standards, the company has to assess whether it is sufficient to maintain the professional competence of staff. As one of the options for better training of employees, the company can introduce into their education systems, e-learning.

E-learning is using technology to create tutoring, selection, administration, support and enrich education. E-learning should be made available to all employees on the Internet and problem-solving and the development of thought. The advantage of e-learning is that the minimum cost can retrain the required number of employees at any time, without having to travel anywhere, or no additional costs.

4.4 Evaluation of Staff

Employees may be evaluated by different criteria, for example pilots are evaluated on the number of hours flown due to accidents on their roads. There are different methods of assessment. The most commonly used at the Prague - Ruzyne Airport is a comparative method, which compares the performance of employees on individual sections. Comparing with other employees may motivate workers to act when the worker will try to give the best performance. On the other hand, comparing can depress employees and therefore should managers in evaluating employee work performance use another method of evaluation, like method to work properly, since this method evaluates the work as a whole, not just its individual parts.

5.5 Compensation of Employees

The term Employee benefit many people, mainly composed of financial compensation in the form of bonuses or thirteenth salary, which is among the most frequently used forms of remuneration. But there are also non-financial forms of remuneration in the form of training courses, holidays, discounts and so on. At the Prague - Ruzyne airport management company uses mainly the form of financial remuneration, but also the form of non-financial rewards in the form of five weeks of leave, pension contributions and life insurance, a nursery for children, parking for employees and other benefits. Financial and non-financial rewards for employees leads to employee motivation. At the non-financial forms of compensation, I would have included reductions in the form of cheaper tickets not only for employees but also for immediate family. Alternatively, an annual license to perform flights without buying a ticket for a yearly fee.

Although in many cases, the theory and practice is different, in human resource management it is not.

If we compare the activities of human resource management practices performed in the Prague - Ruzyne airport, I conclude that the theory and practice go hand in hand and are different only in small defects. Nevertheless, in every area of business and work with people can be always something improved

5 CONCLUSION

Although in many cases, the theory and practice differ, in human resource management, it is not. If we compare the activities of human resource management practices performed in the Prague - Ruzyne airport I conclude that the theory and practice differ only in small defects.

In every area of business and work with people can still make a difference and improve.

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