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Destimulants for Activities Supporting Development of Employees' Competencies at Retail Trade Enterprises

Summary

Both the conceptual framework and empirical research findings of many authors indicate an important role of the human factor for creation of the broadly understood success of modern firms. These claims concern mainly the retail trade sector that by its definition bases on professional support for exchange transactions. Although retailers commonly declare that the level of qualifications is important and should be enhanced, in practice there are numerous examples of passive attitudes when one concerns support for the development of trade personnel. In the study, basing on his own research, the author verifies the scale and motives for avoiding such actions. Every second of the managers in retailing entities under research in 2014 did not take any actions supporting the development of employees' competencies. Essential motives for such behaviour were stated as: sufficient qualifications of the persons employed, financial barrier and additionally personnel not interested in training or lack of suitable courses.

Key words: retail trade, personnel in retailing, employees' qualifications, development of competencies, destimulants for personnel development.

JEL codes: M31, M53, M54, L81, D22, D23

Introduction

Human capital, including employees' competencies, is the basic determinant of an efficient functioning and development of entities of the retailing sphere. However, in the economic practice, this factor is often omitted in investment decisions, while the attention is focused on the company's tangible assets. The crucial problem is definition of the premises for such behaviours of entrepreneurs. The identification of barriers of personnel development in retailing may be a basis for their minimisation and, if effect, allow for increasing effectiveness of functioning of commercial entities.

An aim of the article was to verify propensities of owners of retailing enterprises to a real support of their employees in the measures whose affect would be raising their professional competencies. Assuming as correct the thesis of the need to raise employees' qualifications in order to improve market competitiveness of trade entities, the author paid a special attention to motivations of entrepreneurs who had not undertaken initiatives aimed at raising the level of human capital in companies they were managing. The basis for implementation of the assumed aim was findings of face-to-face interviews conducted among entrepreneurs of the sphere of retailing carrying out their business activities in the Podkarpackie Province.

The premises for decisions on investing in knowledge of employees of retailing entities

The determinants of the knowledge-based economy (KBE) create new requirements towards all participants thereof who should include both individuals and organisations, including enterprises. In the process of KBE development, knowledge becomes more and more important whose creation, assimilation and dissemination are a source of success in the individual and social dimension. Thus, the entities entering the current market trends more and more often adopt their orientation on knowledge, implementing many forms of investment in this specific economic asset.

The enterprise's orientation on knowledge covers many processes connected with knowledge, *inter alia*, mining, updating and disseminating data and information, creating new knowledge and disseminating thereof as well as making use of knowledge and transfer thereof. The empirical research findings confirm the appearance of the relationship between the enterprise's orientation on knowledge and economic outcomes of the firm. Important appears to be mainly the structure of that orientation as the best results are achieved by the enterprises displaying the balanced structure at a high level of orientation in all the areas of activities related to knowledge (Mazur, Rószkiewicz, Strzyżewska 2008, pp. 29-31, 141).

New knowledge enables strengthening by the enterprise of its market competitive position, being a unique strategical asset. However, the nature of knowledge and its market effectiveness depends on a specific context for a given situation as well as on employees' absorptive abilities (Matysiewicz, Babińska, Smyczek 2014, p. 89). Thus, from the enterprise's point of view, one of the most important creators, 'carriers' and users of knowledge is an employee.

The employee equipped with an adequate level of human capital, defined as a set of human accumulated and endogenous capabilities, knowledge, skills, and health (compare the discussion on the term presented, *inter alia*, by A. Mazurkiewicz (2010, pp. 42-50)), is considered as the most important asset determining success of enterprise's functioning. The organisation's human capital requires a proper set of employee's competencies adjusted to the branch, regional specificity or individually created networks of internal and external relations. M. Jabłoński states that "employees' competencies as a determinant of the organisation's human resources comprise skills, intellectual properties, attitudes, and behaviours confirming the employee's usefulness in the labour processes" (Jabłoński 2015, p. 267).

An effective use of employees' competencies links to the necessity of their constant development meaning "not only increasing knowledge, awareness of the job performed, but also greater skills and efficacy of measures contributing to reduction of time and efforts related to the task performed" (Kromer 2013, p. 371). Therefore, the functions of professional development include the following: knowledge extension; learning based on own experience and that of other employees as well as implementation of new solutions at work; development of new attitudes and beliefs; diagnostication, reconstruction and increase of professional qualifications; cooperation and contribution to the team's development (Pawlak 2014, p. 267).

The development of human resources by Armstrong covers learning (the continuous change of behaviour), education (knowledge extension, development of values and abilities), employee's development (implementation of the potential's abilities), and training. It may be done by formal and informal methods. Formal methods comprise in-job development through coaching, mentoring, feedback provided by managers; development through experience by way of post rotation, extension of labour contents, team work; formal training organised by the firm and outside it; structuralised personal development. Informal methods make use of the experience gained in the course of earlier performed tasks, meetings, discussions, self-education, and self-assessment (Kromer 2013, pp. 378, 380).

The basis for enterprise's market success is the motivated and committed employee. Besides the tangible, mainly financial means of reaching such a target, a particular role is played by intangible factors. Among them, there are specified the provision of the opportunity of employees' self-realisation. The need of self-realisation among employees is met by enabling the rising of qualifications, developing creative abilities and bearing responsibility for the job performed owing to the use of skills possessed. This is connected with employees training, their participation in workshops and training courses (Huculak 2015, pp. 423-424). At the same time, undertaking measures in the area of education exerts its impact on the economic situation of both the employee and the enterprise involving him or her.

The contemporarily observed socio-economic changes pose a number of challenges both to employers and employees. The area where many dilemmas appear is also the dimension of measures connected with qualification raising and investing in human capital. One of the important determinants forming the relations of these two groups of entities is the fact that organisations are unable to ensure their workers security and cannot guarantee them stability of employment. In effect the worker takes over a number of functions connected with skills development, building competencies and formation of reputation of one's person as a professional (see: Pawlak 2014, pp. 265-267). Such a situation is combined with the occurrence of discrepancies between the skills indispensable to receive job at a given moment and the qualifications and competencies necessary to form in an effective way the entire individual's professional career. Participation of the company in financing of training is connected with its expectations to provide specialist qualifications, with a low degree of transferability, connected with the current needs of the enterprise, while the research findings indicate that it is the general education, ensuring general cognitive competencies and qualifications, must be the basis of narrow-profile professional specialisation (Surdej 2013, pp. 697, 699, 700).

Responsibility for creation and use of human capital is both on the side of organisation, i.e. the employer, and the employee. Most tasks connected with the development of human capital, related to the job performed, is on the organisation's side and is connected with the way of managing that capital and, especially, motivating, training and evaluating thereof. The impact on human capital have such factors as the type of work performed, way of its organisation and provision, employer's demands and the level of on-the-job competition (Burlita 2015, pp. 29, 31).

The employees' activity concerning employee trainings is an effect of economic calculation. They are implemented when the cost of recruitment of a new worker with the required skills is higher than the cost of training of the already employed worker. On the other hand, such measures can be treated as an additional remuneration for work, increasing the worker's motivation and commitment in company's affairs (Drobny 2010, p. 111).

Pursuant to the law provisions, the employer is only obliged to facilitate workers raising their professional qualifications and not to ensure training. The worker acquires the right to receive benefits on account of raising their professional qualifications only when it is the employer who seconds them to the school or for training. In the situation of termination of the labour contract, the employer may even encumber the employee with costs of training. These provisions clearly indicate that it is the employee's obligation to have adequate knowledge and skills and that it is his responsibility to for investment in human capital even when he is sent to the training by the employer (Drobny 2010, pp. 91-92).

In the economic practice, what is evidenced by the CSO (GUS) data, in Poland as a whole 56% and 55.3% in the Subcarpathian Region of people aged 18-68 do not take part in any form of education. On the other hand, among those who are learning there prevail participants of informal education (30% in Poland and 31.1% in Podkarpackie Province). There are apparently lower percentages of those who take part in formal education (13.6% in Poland and 12.8% in the Subcarpathian Region) as well as non-formal (respectively 20.9% and 16.3%) (*Kształcenie dorosłych...* 2015, p. 1, Table 1). Formal education is financed primarily by households' the funds, while non-formal – mainly by employers (Drobny 2010, p. 111).

The high level of human capital is the value perceived by entrepreneurs. In trade entities, with the growth of the subjectively assessed competitive advantage, there was growing the importance of employees' experience as the worker recruitment criterion. A similar trend was noted in the case of qualifications possessed by the candidates, what is evidenced by the role of this factor in creating market benefits for the enterprise (Cyrek 2014, p. 829). In this article, the author presents research findings relating to passive attitudes in the context of developing the human resources already involved in activities of retailing enterprises of which the majority is the micro-scale entities.

Research of various authors undertaken in this area indicates that most enterprises, which do not train workers, claim they have sufficient skills in terms of the firm's needs. Moreover, not always the employer wants to send the worker for training, even if it does not mean a financial burden for the employer or does not absorb the worker at work hours (Janoś-Kresło 2012, p. 102). In the CSO's study concerning entities employing 10 and more persons, it is indicated that the main reason for not carrying out continuing professional training in the sphere of retailing is that the present qualifications and skills of employees fully answer the enterprise's needs. It is also emphasised that the enterprise carries out the strategy of employing people with an adequate level of qualifications and sometimes is indicated that the costs of training are too high for the enterprise (*Kształcenie zawodowe...* 2012, p. 58, Table 4). The CSO's surveys also prove that in Podkarpackie Province relatively fewer enterprises were carrying out training (19.7% vis-à-vis 22.5% in Poland as a whole). The biggest differences in indications to the

reasons of not carrying out training concerned employment of people with adequate qualifications, too high costs of training, focusing on a preliminary training and lack of time in case of workers – these were the factors the entrepreneurs from Subcarpathian Region more often reasoned their behaviour, as well as the present sufficient qualifications and skills which were declared more seldom in the Subcarpathian Region (*Kształcenie zawodowe...* 2012, pp. 154-155, Table 1(34)). In the face of apparent gap in the analyses concerning the entities operating in the micro scale, being determined by the branch and regional specificity, in the analyses, based on author's research surveys, there will be presented the behaviours and motives of entrepreneurs of retail trade from Podkarpackie Province concerning the lack of training implementation.

Methodology of own surveys

The drawing conclusions in the article is carried out on the basis of findings of author's own surveys carried out with the use of author's questionnaire which was the basis of face-to-face interviews with 300 entrepreneurs running their retail companies in Podkarpackie Province. Giving their answers they presented their stance in the issue of personnel development, covering all workers irrespectively of the posts occupied and tasks performed. The research findings are presented as a whole and according to the following criteria:

- entity's size,
- profitability level,
- place of activity carried out (town – countryside),
- market position,
- firm's developmental perspectives,
- spatial scope of activity,
- ability to compete in an open market.

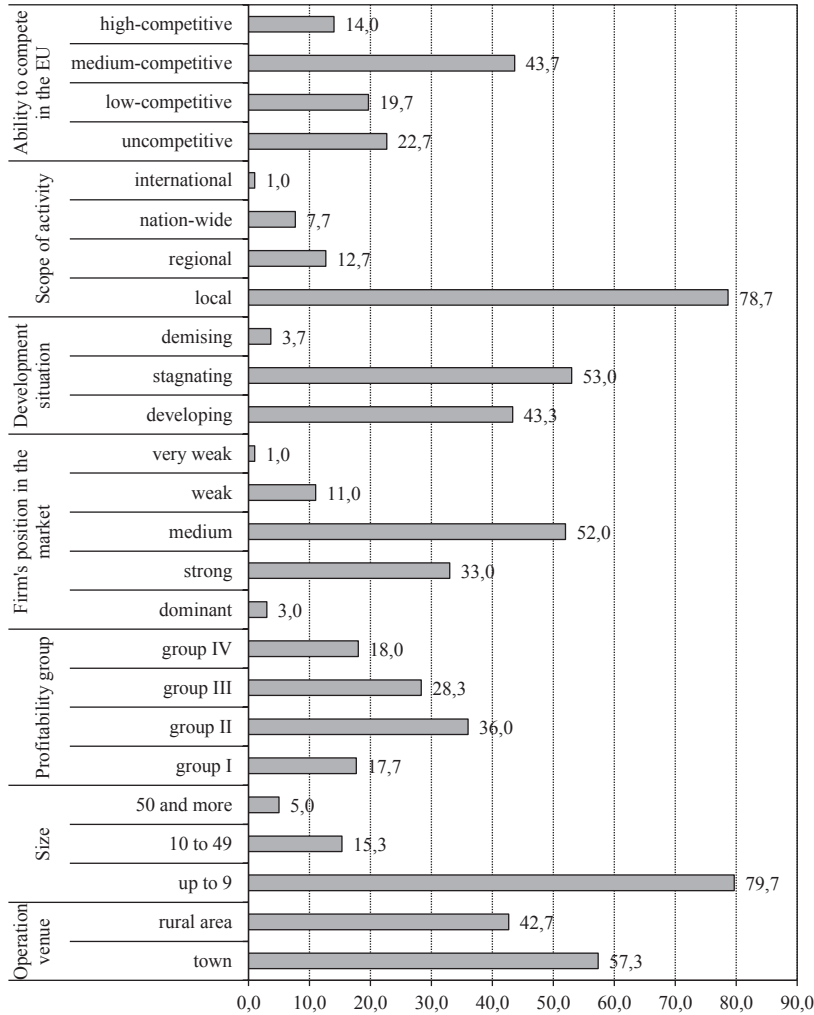
The structure of firms classified with the use of the adopted criteria is presented in Figure 1.

The public statistics data made accessible by the CSO do not allow a direct comparison of the structure of the sample surveyed and the structure of general population. However, the collected material has enabled identification of differences and similarities in the adopted subgroups of firms.

The entity's size was measured with the number of employees in subgroups similar to the CSO's methodology. This classification has enabled assessment of the impact of the scale of activity on behaviours and motives as regards investment in employees' human capital.

The mean value of the gross profit margin and the standard deviation from it were the basis of inclusion of firms into groups from I (the lowest profitability) to IV (the highest profitability). These groups are defined as I (from $-\infty$ to mean - standard deviation), II <from mean - standard deviation to mean), III <from mean to mean + standard deviation), IV <from mean + standard deviation to $+\infty$). The profitability criterion served to assess relationships between the motivation for actions and economic outcomes.

Figure 1
The share of firms in the group surveyed (%)



Source: calculations based on own research findings.

The tendencies to the similarity of trade structures in towns and in the countryside induced to verify if in the issues of personnel development the entities selling in areas with a different level of urbanisation behave differently.

Other classifications served to verify the thesis of a differentiated approach to the issue of building professionalism of commercial enterprises' personnel in the entities with diversified position and market perspectives, the spatial scope of activity or ability to compete in the EU market.

The scale and reasons for passive attitudes towards the support for workers in the commercial firms surveyed

The employer's assistance in developing qualifications could not avail the employee in every second firm surveyed (Table 1). The resign from supporting the personnel development was most often motivated by workers' sufficient qualifications as well as deficits of finance for personnel competencies raise. In every twentieth entity, where the workers' competencies development was not supported, the situation was a result of the reduction of employment. The motives for neglecting the assistance addressed to the personnel development were also: reluctance of the very employees to develop, lack of such a need as well as lack of specific trainings, adequate to the entrepreneurs' expectations. There were cases when employees were training on their own and the firm's management did not interfere with that process. The barriers for personnel competencies development were also high direct costs of training and the necessity to cover the indirect costs of absence of the employee taking part in training or courses. The most seldom there were indicated the destimulants for raising qualifications which were lack of time and age of the personnel not being conducive to further education.

Table 1

Reasons for being passive in taking measures supporting personnel development in the firms surveyed (by objective criteria) (%)

Specification	Firms surveyed, total	Operation venue		Number of employees			Group of gross profit margin			
		town	rural area	up to 9	10-49	50 and more	I	II	III	IV
Firms not supporting personnel development	50.0	44.2	57.8	57.3	26.1	6.7	35.8	53.7	51.8	53.7
Including those for:										
sufficient qualifications	14.0	14.5	13.5	14.6	8.3	0.0	31.6	8.6	13.6	13.8
lack of funds	10.7	10.5	10.8	11.7	0.0	0.0	26.3	6.9	6.8	13.8
reduction of employment	5.3	5.3	5.4	5.8	0.0	0.0	0.0	5.2	9.1	3.4
employees' reluctance	2.0	2.6	1.4	1.5	8.3	0.0	0.0	1.7	2.3	3.4
lack of need	2.0	1.3	2.7	1.5	8.3	0.0	0.0	1.7	0.0	6.9
lack of specific training	2.0	1.3	2.7	1.5	8.3	0.0	0.0	3.4	0.0	3.4
employees train on their own	1.3	2.6	0.0	1.5	0.0	0.0	0.0	0.0	4.5	0.0
high costs	1.3	2.6	0.0	0.7	8.3	0.0	0.0	0.0	2.3	3.4
lack of time	0.7	1.3	0.0	0.7	0.0	0.0	0.0	0.0	0.0	3.4
personnel's age	0.7	1.3	0.0	0.7	0.0	0.0	0.0	1.7	0.0	0.0

Source: calculations based on own research findings.

Less disposed to support workers were the entrepreneurs selling in the rural area than in towns (Table 1) and the difference in the percentage of employers undertaking efforts to stimulate workers to develop reached the value of 13.6 p. p. There were much more reasons to be inactive in supporting personnel development in the case of outlets operating in towns where almost twice more often they resigned from supporting workers due to reluctance to develop at the part of workers themselves. Only in urban outlets it was declared that employees trained on their own, indicated too high costs of training, lack of time for it, but also the personnel's age. In the countryside – more often than in towns – they resigned from assistance to employees due to lack of such a need and lack of specific training, what may indicate the spatial marginalisation of rural firms in their access to training services.

The analysis of enterprises in the size groups measured by the number of employees in the firm (Table 1) points out to the fact that with the growth of the firm's size one can notice in its managers the growth of interest in assisting employees in their development. In the micro entities, there could be noticed much more motives of resign from supporting the personnel development than in the entities with the number of employees of 10 and more persons. If managers of the smallest entities justified their passive stance in this respect by all the destimulants analysed, then at the enterprises with 10-49 people there were mentioned only some barriers, i.e. the lack of sufficient qualifications and reluctance of employees to be trained, lack of the need to train as well as access to specific trainings and high costs. The biggest of the enterprises surveyed not supporting their own employees in development did not undertake an attempt to define the motives of such passive stance at all. Such a stance may issue from a relatively high fluctuation of workers in companies with a bigger number of employees. The lack of constant ties of human resources with the enterprises negatively affects their propensity to invest in personnel competencies.

Among entrepreneurs from the II and IV groups of gross margin profit (Table 1) as much as 53.7% of respondents claimed the assistance to the personnel in their development was not practiced. Such initiatives were undertaken relatively most often in the companies with the lowest relation of profit to revenues. This induces to adopt the thesis that those entities' managers expected the resolution of economic problems through raising the personnel's skills and level of knowledge. Financing personnel development may be treated as an investment – the factor aiming at raising the firm's economic efficacy, but generating costs reducing the profitability ratio. The weakest entities most often also pointed out to the lack of finance for training. With the growth of entities' profitability, there was noted a higher per cent of resign from supporting employees due to high costs. Moreover, trade entity's higher profitability was related to the conviction of employees' reluctance of further education. Such conviction was diminishing with aggravation of profitability, while in case of the weakest forms there were not noticed such employees' attitudes at all. Lack of time was a motive for resign from raising personnel skills exclusively in the strongest entities in terms of profitability.

Firms with a very weak market position (Table 2) did not implement the measures helping employees to raise their qualifications at all. Among entities with a weak market position, the per cent of employers supporting workers accounted for 18.2%, while among enterprises with at least medium position in the market there might count on support the

personnel of a bit more than 50% of the firms surveyed. It is not surprising that there is the highest per cent of indications to the motivation for resign from help for workers, which was lack of funds in firms with a very weak market position and lack of such declarations among the firms being dominant in the market. The favourable market position may stem from the sales personnel's competencies. This is compliant with the ascertainment that it is just the dominant firms and ones with a very strong market position indicated the lack of such need as the justification their passive attitude towards the measures creating human capital in the company.

Table 2

Reasons for being passive in taking measures supporting personnel development in the firms surveyed (by subjective criteria) (%)

Specification	Firms surveyed, total	Firm's position in the market:					Assessment of firm's position:		
		dominant	strong	medium	weak	very weak	development	stagnation	demise
Firms not supporting personnel development	50.0	44.4	40.4	48.7	81.8	100.0	33.1	61.6	81.8
Including those for:									
sufficient qualifications	14.0	25.0	12.5	9.2	29.6	0.0	14.0	14.3	11.1
lack of funds	10.7	0.0	12.5	9.2	7.4	66.7	7.0	12.2	11.1
reduction of employment	5.3	0.0	5.0	5.3	7.4	0.0	11.6	2.0	11.1
employees' reluctance	2.0	0.0	2.5	2.6	0.0	0.0	2.3	2.0	0.0
lack of need	2.0	25.0	5.0	0.0	0.0	0.0	0.0	3.1	0.0
lack of specific training	2.0	0.0	0.0	1.3	7.4	0.0	0.0	3.1	0.0
employees train on their own	1.3	0.0	0.0	2.6	0.0	0.0	0.0	2.0	0.0
high costs	1.3	0.0	5.0	0.0	0.0	0.0	2.3	1.0	0.0
lack of time	0.7	0.0	0.0	1.3	0.0	0.0	0.0	1.0	0.0
personnel's age	0.7	0.0	0.0	1.3	0.0	0.0	0.0	1.0	0.0

Source: like in Table 1.

The research findings showed that the worsening – as self-assessed – possibilities for company development (Table 2) as a rule were connected with lower propensity to assist workers in their development. If there were noted substantial differences in case of developing, stagnating and demising firms, vis-à-vis the limited support of personnel development for sufficient qualifications, then such differences took place in the motivations related to the lack of funds, which were perceived relatively more often by the stagnating and demising firms. Pessimistic perspectives of firms' development were also related to the declining per

cent of declaration of employees' reluctance to raise their competencies. They were ready to develop in order to retain the firm in the market and in case of full liquidation – to have better perspectives for undertaking another job. Similarly, the drop tendency, together with worse company's developmental perspectives, had the indications to the barrier of high costs of personnel development. Managers of the entities with the least favourable firm's developmental perspectives were accepting the higher level of costs stemming from the expenses related to training and other forms of improvement, counting on their efficiency and effect in the form of suppressing crisis in the company.

Table 3
Reasons for being passive in taking measures supporting personnel development in the firms surveyed by the scope of activity and ability to compete under the EU market's conditions (%)

Specification	Firms surveyed, total	Scope of activity				Ability to compete under the EU market's conditions			
		local	regional	nation-wide	international	uncompetitive	low-competitive	medium-competitive	high-competitive
Firms not supporting personnel development	50.0	54.2	36.8	26.1	66.7	69.1	64.4	40.5	28.6
Including those for:									
sufficient qualifications	14.0	14.8	7.1	16.7	0.0	8.5	21.1	13.2	16.7
lack of funds	10.7	11.7	7.1	0.0	0.0	12.8	10.5	11.3	0.0
reduction of employment	5.3	5.5	7.1	0.0	0.0	6.4	5.3	5.7	0.0
employees' reluctance	2.0	0.8	7.1	16.7	0.0	0.0	5.3	1.9	0.0
lack of need	2.0	1.6	7.1	0.0	0.0	2.1	0.0	1.9	8.3
lack of specific training	2.0	1.6	7.1	0.0	0.0	2.1	5.3	0.0	0.0
employees train on their own	1.3	0.8	7.1	0.0	0.0	0.0	0.0	3.8	0.0
high costs	1.3	1.6	0.0	0.0	0.0	0.0	0.0	3.8	0.0
lack of time	0.7	0.8	0.0	0.0	0.0	0.0	0.0	1.9	0.0
personnel's age	0.7	0.8	0.0	0.0	0.0	2.1	0.0	0.0	0.0

Source: like in Table 1.

The smaller scope of firm's activity (Table 3) was connected with the declining per cent of employers stimulating personnel development, with disturbances in this trend in the companies operating in the supranational market. The narrowing scale of activity is accompanied by the growing per cent of indications to the lack of funds as the motive for resign from promoting personnel development. In the entities with the local scale of activity, there was

noted the widest scope of destimulants of personnel development support. Firms with the regional scope of activity excluded from the range of barriers high costs, lack of time and personnel's age, while the entities operating nationally – did not take into account also lack of funds, reduction of employment, lack of need for personnel development and access to specialist training as well as the fact that employees train on their own. In international firms, they did not explain the motives for resign from personnel development support at all. They took an assumption that they should recruit the staff without the need to train and gaining new employees with adequate competencies is the basis of efficient performance of commercial functions.

The lower self-assessment of the ability to compete under the conditions of open European market (Table 3) was correlating with the managers' lower propensity to assist employees in raising their competencies. Employers from the most competitive entities did not support personnel development as they had assumed their skills as sufficient and they did not see the need to raise them. In the low-competitive and uncompetitive entities, there were indicated the lack of adequate training. With a certain simplification we can assume that together with the growth of self-assessment of firms' competitiveness in the EU market such motivations as the lack of funds and reduction of employment were losing their importance.

Resumption

The main reason for not implementing training and other forms of personnel development support by retailing enterprises in Podkarpackie Province was the conviction of employees' sufficient competencies. This observation confirms the results of surveys conducted by the CSO. It appears that the principal destimulants of carrying out training remain similar irrespective of the scale of activity. At the same time, the collected by the author empirical material demonstrates that with the growth of the enterprise's size there grows the concern about personnel development and decreases the range of destimulants of such decisions.

The research also allows conclusion of a considerable impact of economic factors on the decisions not to invest in workers. Managers of the firms surveyed were often explaining the reasons for inactivity in this respect by the lack of funds and, later on, by the planned reduction of employment.

It also appears that the weakest results of sales profitability were correlated with the most frequent decisions to implement training where they saw an opportunity to improve their economic condition. If these measures were not carried out, then it was explained exclusively with sufficient skills or the lack of funds. In firms of the IV profitability group, inactiveness in supporting personnel development was explained with the widest set of arguments.

There were noticed the relations between the subjectively assessed competitive position and firm's perspectives and the destimulants of undertaking training. The lack of funds was primarily declared by the entities with a very weak position and poor development perspectives. The worsening perspectives were clearly decreasing their propensity to invest in hu-

man capital. Similarly, the lower ability to compete in the EU open market was related to the drop of propensity to actively support personnel development.

The obtained results are a supplement of the public statistics data and research institutes' findings which are often omitting the entities operating in the micro scale, while the group of the smallest enterprises, particularly in retail trade, is of a substantial economic importance creating jobs, ensuring means for maintenance of entrepreneurs' households and, in a broader perspective, enabling an efficient functioning of the economy as a whole, by way of carrying out purchase and sale transactions. The carried out surveys do, therefore, contribute to identification of behaviours of the entrepreneurs dominant in the economic practice, while neglected in the traditional approaches focusing on bigger firms.

The research allowed defining the typical behaviours undertaken at those enterprises which achieve the worst and the best economic and competitive effects as well as identifying differences in the decisions being made. This diagnosis may, therefore, be a basis for optimisation of activities carried out by retailing entities and can be used for marginalisation of ineffective entrepreneurial solutions.

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Destymulanty działań wspierających podnoszenie kompetencji pracowników w przedsiębiorstwach handlu detalicznego

Streszczenie

Zarówno podejścia konceptualne, jak i badania empiryczne licznych autorów wskazują na kluczową rolę czynnika ludzkiego w kreowaniu szeroko rozumianego sukcesu współczesnych firm. Stwierdzenia te dotyczą szczególnie sektora handlu detalicznego, który z samej definicji bazuje na profesjonalnej realizacji transakcji kupna-sprzedaży. Tymczasem, mimo powszechnych deklaracji przedsiębiorców sfery handlu detalicznego o istotności poziomu kwalifikacji i konieczności ich podnoszenia, w praktyce liczne są przypadki postaw biernych wobec wsparcia rozwoju pracowników firm handlowych. W artykule na podstawie wyników własnych badań weryfikuje się skalę i motywy takich zachowań. Działaniami wspierającymi rozwój kompetencji pracowników nie podejmował w 2014 roku co drugi z badanych menadżerów kierujących firmami handlowymi. Kluczowymi motywami rezygnacji z pomocy w rozwoju pracowników, poza argumentacją o wystarczających kwalifikacjach kadry, okazała się bariera finansowa. Wskazywano także na brak chęci pracowników czy szkoleń o adekwatnej do potrzeb firmy tematyce.

Słowa kluczowe: handel detaliczny, personel handlowy, kwalifikacje pracowników, rozwój kompetencji, destymulanty rozwoju kadr.

Kody JEL: M31, M53, M54, L81, D22, D23

Дестимулянты действий, поддерживающих повышение компетентности работников на предприятиях розничной торговли

Резюме

Как концептуальные подходы, так и эмпирические исследования многих авторов указывают основную роль человеческого фактора в формировании успеха современных фирм в широком смысле. Эти констатации в особенности касаются сектора розничной торговли, которая из самой дефиниции базируется на профессиональной реализации сделки купли-продажи. Тем време-

нем, вопреки повсеместным заявлениям предпринимателей сферы розничной торговли о значении уровня квалификации и необходимости ее повышения, на практике есть много случаев пассивного отношения к поддержке развития работников торговых фирм. В статье на основе результатов собственных исследований автор верифицирует масштаб и мотивы такого поведения. Действий, поддерживающих развитие компетенции работников не предпринимал в 2014 г. каждый второй из обследованных менеджеров, управляющих торговыми фирмами. Основными мотивами отказа от помощи в развитии работников, кроме аргументации о достаточной квалификации персонала, оказался финансовый барьер. Указывали также отсутствие желания у работников или увязки обучения с тематикой, адекватной к нуждам фирмы.

Ключевые слова: розничная торговля, торговый персонал, квалификация работников, развитие компетентности, дестимулянты развития персонала.

Коды JEL: M31, M53, M54, L81, D22, D23

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