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THE PROCESS OF EDUCATING LOGISTICS STAFF IN CONDITIONS OF WIDESPREAD AUTOMATION

Tadeusz Popkowski, Dmytro Bugayko. « *The process of educating logistics staff in conditions of widespread automation* ». The basic challenge facing every modern enterprise (business entity) is, among others, ensuring properly prepared logistics staff at all levels, which is a necessary condition for maintaining market competitiveness, which is the basis of economic existence. Another direction in looking for competitive advantages are operating costs. Relatively low costs make it possible to offer a product or service on the market at a lower price than competitors, or at a similar price level to achieve higher profits. This is the basic argument motivating the search for opportunities to reduce the level of various costs, in all fields of operation, with the full participation of the quality criterion. The growing role of human resources as a source of competitive advantage cannot be overestimated, despite, or perhaps primarily, in the conditions of broadly understood technology and automation of production processes and services.

Keywords: human resources, management, individual, human resources management, enterprise competitiveness, educational processes, human capital.

Тадеуш Попковський, Дмитро Бугайко. «*Сталий розвиток логістичної компанії на основі реалізації «зеленої» бізнес стратегії*». Основним завданням, яке стоїть перед кожним сучасним підприємством (суб'єктом господарювання), є, серед іншого, забезпечення належним чином підготовленим матеріально-технічним персоналом усіх рівнів, що є необхідною умовою підтримки ринкової конкурентоспроможності, яка є основою економічного існування. Іншим напрямком пошуку конкурентних переваг є експлуатаційні витрати. Відносно низькі витрати дають змогу пропонувати товар чи послугу на ринку за нижчою ціною, ніж у конкурентів, або за подібного рівня цін отримувати більший прибуток. Це основний аргумент, що спонукає до пошуку можливостей зниження рівня різноманітних витрат, у всіх сферах діяльності, за повної участі критерію якості. Зростаючу роль людських ресурсів як джерела конкурентної переваги неможливо переоцінити,

незважаючи або, можливо, в першу чергу, в умовах широкого розуміння технології та автоматизації виробничих процесів і послуг.

Ключові слова: людські ресурси, управління, особистість, управління людськими ресурсами, конкурентоспроможність підприємства, освітні процеси, людський капітал

1. Management functions in logistics

This is where a problem arises which, in principle, could be treated as purely technical, concerning terminology and the treatment of a specific population, subject to specific rigors under given conditions, as a resource. This is often perceived as an attempt to objectify this population and limit its subjectivity in the process of implementing specific production or service tasks. Naturally, for reasons dictated by the modern market, it is important to strive to increase efficiency by using the opportunities created by modern technologies, in parallel with the need to operate in conditions that require constant changes. This can be ensured by properly prepared, competent executive staff at all levels, depending on speed, flexibility in action, and the ability to learn quickly. It is impossible to ignore another issue here, also theoretically related only to terminology, namely: management or management. From the point of view of the goal, we do not see any diametric difference here. Both terms refer to activities aimed at the optimal use of human resources enabling the implementation of tasks. So why is there sometimes so much controversy around these concepts in practice, perceived basically from the highest to the lowest level - directly, physically implementing the prescribed scope of activities. A term very close to the above-mentioned ones, namely an order, is perceived much more clearly. Since ancient times, the term "command" has been associated with the army, including the personal factor, i.e. the commander who, by virtue of his charisma, skills, titles and competences, is called to command his subordinates. This form, although it basically covers the scope of activities characteristic of management (management), does not leave the contractor (contractor) much margin for

alternative behavior or interpretation of his own purposefulness of the tasks, especially in conditions of war or war threat. In other words, the right of command is the power granted to the unit (units) to direct, coordinate and control, i.e. its meaning is broader than "management", which, within a strictly defined scope, allows the commander in charge to impose his will and intentions on his subordinates aimed at achieving the intended goal with full responsibility for the use of all available attributes.

It is essential here to introduce the concepts of management, characteristics and mutual relationships, which are essentially the same, differing most often only in scope and form of communication in relations between the manager and the contractor, which makes them often used interchangeably [1].

In addition, each of these terms has many important definitions, which creates even more problems in distinguishing them.

According to Professor Zbigniew Ścibiorka, "control" is the original term from which "management" is derived. It is defined as "any intentional conversion of one system to another in order to obtain such changes in the course of the process taking place in the controlled object or in the state of the controlled system at a given moment, which is considered desirable" [2].

By entering the word management in the search engine, you will receive links to over 26 million articles. A full synthetic review of the definitions is therefore, for obvious reasons, unrealistic. Therefore, bearing in mind the question posed earlier, I will limit myself only to quoting selected examples constituting, as it were, an extension of the definition in a purely encyclopedic version [3]: management - a general scope of activities, processes and decisions, the application of which in relation

to resources, people, capital or organizations is to ensure conditions for their effective functioning leading to the achievement of the set goals.

To sum up, management involves consciously creating conditions for a given entity (organization) to act in accordance with the adopted assumptions, i.e. to strive to achieve the goals resulting from the adopted assumptions while maintaining the necessary level of coherence enabling survival and development, i.e. the implementation of the mission and goals in the future [4].

2. Specificity of the impact on staff in logistics companies

Management is organizing, planning, leading and controlling the activities of members of a given group, as well as proceeding with the use of all organizational resources to achieve specific goals [5], or manipulating the subject of management in accordance with the intention of the manager. The object of management can be both things and people. A synonymous concept in the case of managing things is control, which consists in giving objects a direction or influencing the mechanism so that it functions in accordance with the will of the controller [6].

Managing people means constantly solving a large, often complex set of problems occurring between the superior and the subordinate, sometimes significantly different from the substantive area typical of a given job position. It is a consequence of the diversity of people themselves, who have different views, experiences, expectations and aspirations, who also see their role in the organization and the role of management in achieving its goals differently. There are certain relationships here involving the concepts of management (ruling), management and administration, namely:

– institutional management as the action of a superior (manager, master, boss, manager) causing a subordinate to behave in accordance with the agreed intention; – functional management as an activity aimed

at performing specific activities necessary to achieve the goals and tasks of a specific organization; – administration as all activities performed by state or local government bodies within the scope of executive power. It basically comes down to managing teams of people or managing an institution with specific functions and scope of competences; – governance is management consisting in fulfilling administrative functions in a state, voivodship, commune or local government organization [7].

Directing is related to the concept of management style and is a function of management by a manager in the enterprise structure, which is associated with leadership. Leadership is influencing the behavior of others. This occurs when one person - the leader - is able to cause the desired behavior of other people, enabling the achievement of the intended goal [8]. This can be achieved by acting in a commanding (authoritarian) style - the manager makes decisions himself, persuasive (persuasive) - before making a decision, the manager discusses with a limited number of employees, consulting (consultative) - the manager makes decisions after obtaining the opinion of subordinates before making the final decision and finally 'participatory' - the manager presents the problem to the team and makes decisions together with the team. A significantly different management style is the so-called delegating (democratic), in which the manager allows subordinates to act within certain limits, defining boundary conditions. It is worth raising the issue of management principles at this point [9]. The most important of them are the division of labor, the authority of the leader (manager) expressed in the right to command and the ability to enforce obedience to oneself. This is undoubtedly a complex problem of information flow, currently supported by electronic information systems that are part of the business infrastructure. Infrastructure is associated with concepts such as: information, operations research, database

theory, artificial intelligence methods, software theory, information theory.

3. Qualitative criterion of competitiveness and human capital

The high quality of a product/service is created in many ways, both by technological, organizational and human factors. In such conditions, the competence values of human resources (human capital) become important.

The dynamics of transformations progressing mainly towards the internationalization of economic processes, even if they are relatively short-lived, have an impact on the functioning of individual organizations. Periodic crisis phenomena in the global economy perfectly reveal these multidirectional connections. Changes in the conditions for the implementation of production (service) processes by organizations, generally understood as logistic tasks, are becoming more and more complex, costly and even dangerous, which has an impact on the perception of the human factor, including its role in achieving tasks.

This is where the concept of intellectual capital appears - in scientific terms, identified as knowledge assets or intellectual assets that constitute the difference between the value an organization has on the market and its financial value, creating the so-called added value. Intellectual capital - a term meaning a combination of intangible assets that enable an organization (understood as a company, enterprise, production or service plant) to function and compete effectively on the market. There are three basic elements of intellectual capital in an organization, i.e.: human capital - it has the largest share in intellectual capital, structural capital, and relational capital. What constitutes intellectual capital? These are: * knowledge and experience, * skills (innate and acquired abilities), * technologies, * customer relations.

Modern management of business information systems naturally involves the need for multi-criteria analysis combined with the management of information often

coming from many different sources. This problem concerns both the principles of operation of units and complex structures, both within the company and in relations with external entities. Simultaneous operation of two information networks (internal and external) is a complex problem of information flow, which is now effectively supported by electronic information systems. Information systems are not only IT tools, but primarily information management methods. also knowledge of hardware and software techniques, information maintenance and methods of maintaining information systems, which is of key importance in this broadly understood logistics. A certain regularity should be noted here: the value of the intellectual capital of modern enterprises (organizations) exceeds - often many times over - the book value of this enterprise (organization). It is worth noting that the recurring components of every definition of intellectual capital are knowledge and experience. These are components perceived as mainly contributing to the value of the organization and contributed by the teaching staff. Using knowledge and experience, it creates conditions for multiplying added value within the educational processes implemented.

The concept of intellectual capital management focuses on knowledge identification, organizational learning and knowledge accumulation, which is nowadays almost naturally supported by IT, because the organization's environment requires managers to take an innovative approach to managing its resources.

The knowledge-based economy requires taking actions to manage intellectual capital, which is the main direction of staff education at individual levels. Intellectual capital, due to its multidimensional and intangible nature, requires appropriate management techniques. The process of intellectual capital management is mainly about identifying its components, measuring and effective use towards further development of the organization's potential. Moreover, in the

process of managing intellectual capital, it is important to take care of the mutual relations between its components, which is the basis for understanding the essence of the impact of this capital on the value of the organization.

When defining the components of intellectual capital, we notice the presence of the term KNOWLEDGE in almost every case. Here we come to the basic thesis contained in the question: What structures are the creators of the level, are responsible and create intellectual capital?

Without a doubt, I claim that these structures are mainly teaching and research and teaching institutions, starting from kindergarten, through primary and secondary education, to universities. A well-known saying goes: what is a shell...

I would like to summarize here with an optimistic note, but - please forgive me a moment of personal reflection - as a teacher with over forty years of experience, this is definitely difficult for me.

Intellectual capital, due to its multidimensional and intangible nature, requires appropriate management techniques. The process of intellectual capital management is mainly about identifying its components, measuring and effective use towards further development of the organization's potential. In the process of intellectual capital management, it is important to take care of the mutual relations between its components, which is the basis for understanding the essence of the impact of this capital on the value of the organization.

Determinants of the level of intellectual capital:

- first: (to some extent a determinant regarding the decision to choose the teaching profession): motivation. Most often, the basis for such a decision are non-material factors (family tradition, availability of the field - geographical conditions, less often personal fascination (!), etc.).

- secondly: the lack of a long-term, clear concept of the education structure. Frequent, periodic fundamental changes certainly do not help maintain the level of education, mainly due to the accompanying program changes - unfortunately not always dictated only by substantive considerations

4. Conclusions.

What is the effect of this? The first component of intellectual capital - education - does not always correspond to the requirements and expectations of the market, which necessarily lengthens the path of the second component - experience - which has much less value if it differs significantly from knowledge.

The author attempts to assess the possibilities and conditions of logistic organization of the area of human resources management, and thus to analyze the concept of personnel logistics. The essence of personnel logistics is to support the process of organizing human resources with appropriate competences, enabling the implementation of tasks in accordance with the adopted strategy for a given business entity. Both in the current period and in a specific time horizon.

The values that solutions in the field of personnel logistics can bring are related to an appropriately organized educational process that allows for the creation of conditions for shaping the first of the two main factors creating intellectual capital - knowledge.

Specific solutions in the field of personnel logistics should be adapted to the type of business strategy of a given business entity, ensuring the efficiency and effectiveness of human resources activities, while taking into account the subjectivity of the human factor in terms of the basic criteria determining the framework of this subjectivity in the production (services) system.

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