

# The Improvement of HR-management as a Factor of Increasing of Companies' Competitiveness in the Labour Market

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## Abstract

*In my article were researched market economy mechanisms for increasing the competitiveness of companies in the labour market. The paper target was to prove the need to use economic and administrative mechanisms to improve a level of competitiveness of the company in the labour market. Such researches become more important today, because after my empirical analyse of literature I can only conclude that not a lot of researchers studied in this field of science and the most theories suggest that only employees must be competitive on the labour market. But as a result of my research I can deny this one-sided view and can confirm that nowadays not just employees, but also employers compete with each other in the labour market. So, successful organizations must pay big attention to the processes of HR-management, which must be improved. But not enough attention is paid to the system of management and its impact on workers. It is important to form close links between existing system management with inherent for company effective economic management mechanisms in the companies with the level of competitiveness of the company in the labour market. So the results of my research showed that companies must develop economic and administrative mechanisms to improve their competitiveness in the labour market. These mechanisms are a set of applied styles and methods of management that have a direct impact on the loyalty of workers and consequently, enhance its competitiveness both inside the company and in external labour markets. So I can conclude that the paper target was achieved.*

## Key words

*Competitiveness, labour market, employment potential, HR-management*

**JEL Classification:** J41, J50

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## Introduction

Nowadays the processes of increasing of employees' competitiveness become the object of study in many researchers. At that remain unexplored mechanisms of improving of the employers' competitiveness.

In a competitive environment, in order to increase profitability companies are trying to attract the most effective resources. And workers carry out significant impact on the efficiency of their operation. Complex of individual skills, abilities, motivation, physical and moral health generates employment potential of the organization. Therefore, successful employers pay a big attention to the process of recruitment and staff development.

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Therefore, we set out to prove the needs of improving personnel management system, which in turn will increase the competitiveness of the companies in the labour market.

In modern terms Ukraine's European integration significantly increases the value of managerial staff in all areas of economic activity. Indeed, thanks to the system of interaction best specialists, generators of ideas occupy high-end enterprise market position and improve its own profitability, government conduct successful reforms, and non-profit organizations successfully implement their projects.

Unfortunately, till now most Ukrainian companies, institutions and organizations adhere to more traditional methods in the implementation of personnel policy, namely to retain the best professionals. This is done by providing a package of benefits, flexible working hours, social benefits and compensation, bonuses for performance and, of course, motivation with high wages.

Not enough attention is paid to the system of management and its impact on workers. After all, employees don't want work where: methods of centralized management are and there is no communication with the management; communicating and considerations of own ideas is impossible; conflict and negative climate "kill" any initiative, at the stage of their conception. All this leads to such negative phenomena as employee turnover and instability of the professional team.

## **1 Methodology**

In my research I used different kinds of research methodologies and methods to underpin my work and in order to collect data. This collected data was used to generate new hypotheses based on the results of researches of other researchers. My research is literature-based and it was used the methodology of theoretical analysis: selection and analyse of theoretical material and detailed comparison of this theories in terms of their applicability. Preferably it was used the empirical methods of research in order to understand and describe meanings, experience, ideas. It was analysed and cited a lot of appropriate domestic and foreign literature. So I explored empirical debates in my chosen field across Ukraine and Germany with the aim to compare the experiences of both countries and adopt the European experience. My research focused on literature in management, social management, psychology and labour market.

## **2 Results and Discussion**

### **2.1 Psychological aspects of HR policy**

According to Kruhmal (2014) the competitiveness of financial institutions, firms, organizations is determined not only by political and legal factors, factors related to service and product competitiveness, socio-cultural environment, but also by factors related to the staff of the institutions or organizations. After all, we cannot accept that all the administrative decisions taken by staff will be crucial for these institutions. Ac-

cepted employee decision will depend on the skills, experience, and professional level of emotional intelligence. And when you consider that each of these solutions can be fatal for the company, institution or organization, it is easy to conclude on the need to change personnel policies and the inclusion of new productive systems of evaluation, training and recruitment. The most attention should be paid namely to personnel management, which depend a big part of administrative decisions, as well as hiring other workers.

The research organization "Council of Industrial Conference" held "round table" for the president of the corporation, which discussed what can do business leaders of the world to manage these changes. The head of «Unilever» said, "The most important questions for us are organization and people." This approach is popular for other firms. For example, motto of Nissan is: "Company – is their staff."

So, the most successful corporations are successfully thanks their employees. They have a considerable attention to personnel management in the company and constantly improve it.

Matvienko in his article "Improving the efficiency of staff of the bank" also follows similar ideas. He believes that at the present stage of development of the Ukrainian banking system the human factor in the effectiveness of banking institutions is decisive, because the basic philosophy of management has become a principle: the main bank's capital is people (Matvienko, 2007).

For example in Germany, bankers accept the lack of qualified bank employees. Even from the time of the crisis 2008, their number decreased almost proportionally to the loss of image and confidence to the banks. This can be explained by fact that working in banking sector has been associated with difficulties and problems of economy. Some factors of successful career (such as communication with customers in terms of crisis, high levels of stress, ability to adapt to rapid changes in market and others) have changed and become more relevant. Nowadays, during recruitment process for banking institutions, employers put emphasis not only on good education of candidate, but also on the equally important social skills, emotional intelligence and hidden talents of person, the disclosure of which will achieve the best results. They will bring the possibility of growth of sales of banking products and services and increase the level of confidence to the banks.

Thus, German colleagues develop special tests for candidates for positions in the financial sector, which will make it possible to characterize the ability for education on economic specialties. The test helps open unconscious preferences, attitudes, motivations and talents of people and analyse whether they will bring benefit to the employer in the future. This test analyses the positive and negative characteristics of a person, comparing them with some ideal and presents the results graphically. Test PDT®, which was developed by the Institute DHR, has high predictive validity in terms of suitability for consulting clients in the financial sector.

After analysing of information we can make conclusion, that psychological aspects of HR policy and the development of new psychological style of personnel management have to be introduced.

For example, bank Wells Fargo uses psychologically oriented personnel management in its practical activity. Issues of staffing in the bank include the following: the

first place takes the relation of employees to other people; professionalism and qualification are only the second position. In the director's office of the bank Wells Fargo there are no doors, which confirm the openness and transparency of their work on the one side, and the willingness to listen and hear all workers, their problems in work and relationships in the community on the other.

Therefore, in our opinion, psychological characteristics of candidate are very important in HR-management and taking them into opinion can achieve much better results. Professional knowledge and skills can be taught, but changing character and temperament - are impossible.

Today we should also consider the demographic problems and negative values of reproduction because of problems on the labour market. In such conditions there is a struggle for the best specialists, especially in specific areas. German researchers have repeatedly raised this issue at the conference and colloquiums and concluded that to overcome these problems and strong competition in the labour market. According to their researches firms should use personnel policy, which will be successful only under special conditions of workers and employers integration and a high level of employees' motivation. According to research of Brigitte Preuss, compliance management models and ideals of modern trends and requirements of society, 10 – 15 years ago put the head in front of their subordinates purposes. Today we are talking about communication between workers and employers to reach agreements in the process of setting goals of the company. In the modern management staff has at least liability than his head. Both should be responsible for strategic and operational planning of their activities. This is largely for the reasons that the generation Z no longer perceives directives of heads and trying to be not completely controlled and independently participate in setting goals. This generation no longer sees its head in the classic sense. Another reason is the fact that the comprehensive university programs are usually unable to provide enough training hours in all disciplines. There is an understanding that a leader is not all-knowing persons in its field, and he is no different from their subordinates (Preuss, 2014).

Unfortunately not all companies are able to make a rapid transition to modern management tools and move away from traditional methods of management. This causes dissatisfaction of young workers. In such a dynamic development management must be built on particularly flexible management techniques, let workers to feel more comfortable and close to retirement and their young colleagues.

Another powerful tool for improving the competitiveness of companies is creating of own brand - the face of the company in the labour market. This should include these marketing tools that are able to show a better side of companies for potential employees. The behaviour of the company in the labour market should be stable. Employees as labour market actors want to see a clear strategy of the company. For personnel policy, it means the need for constant monitoring of relevance of methods and management styles. Monitoring should include and take into account views of the employees regarding to the effectiveness and attractiveness of management methods and styles.

Unfortunately most of firms are not able to go to another clear and decisive change than the introduction of attractive benefits package, free meals and employee training. If company uses modern methods of motivation, they still are not sufficiently

adapted to all categories of workers. For example, during the training is not taken into account the differences in teaching methods for different age groups of employees of the company. Or, for example, not all firms engaged in questioning the policy of the company for clarity and sufficient corporate policy. Own media is one of the important sources of information provision and corporate culture of the organization. No wonder then that not all employees are sufficiently "poured" into the corporate culture of the company, and workplace conflicts often arise about the rules of corporate behaviour. In this case, the company should consider, perhaps these rules are not sufficiently adapted to all groups of workers, or they just do not set out clear that there communication barriers and misunderstandings.

Another factor increasing the company's competitiveness in the labour market could serve as new forms of working time. So, the younger generation today demands erase boundaries and rules in the regulation of working hours and abolish the concept of the working day as such. Modern workers see before them only terms and objectives that should be implemented. From the same misunderstanding of young workers belong that it is necessary to do this work only during a specific working hours. So the managers do not forget about flexible forms of working time and home-based work. Many modern companies try to keep their best employees just thanks to such a managerial policy. Young parents, workers, combining study with work and other must be able to work independently from work schedule. That schedule is not established by the company and the employee, given his personal needs, psychological and physiological characteristics. A successful example of such personnel policy is German company «TRUMPF», which offers their employees to make individual schedules for 2 years. After this period employees have opportunity to make adjustments to their time again, in case of possible family changes or relocation. Thus, this firm is much more attractive to workers in the labour market and are more competitive in this area (Preuss, 2014).

One of central problems in labour market is absence of direct channels of communication and lack of understanding between actors in labour market. So employees interpret the personnel policy of the company, and at this time they don't understand strategic plans and mission of organization. Employers use have not fully understand of the needs of workers, and motivate them with not interesting for them benefits. Thus, for example, you cannot discard the fact that financial motivation is unnecessary for organization. Moreover, you should not forget that this is not the only thing that employee are interested in, and this is a factor in purely individual character.

## **2.2 Relationship between employer-employee as an important category in management and labour market studies**

To enhance communication and understanding employees and employers need to learn apparatus that are more categorical and adopt positive international experience on this subject.

In foreign literature there are widely prevalent such concepts as "the relationship between employer and employee". The central concept of the category of "relationship between employer-employee" is a system of industrial relations in the economic and social understanding as a social subsystem. The subjects at this level of mutual rela-

tions serve employees and their organizations, managers and their organizations, and government agencies that work closely in the area of labour, economic and social policy. They interact in a special internal environment in three areas: technology and methodology, labour market and spheres of influence, as well as a status grading. The system of industrial relations based on value perceptions or attitudes of its three subjects that has a significant impact on the interaction and the role of social actors, and cause preservation and maintenance of the system. Styles and rules of behaviour of entities reflective specially their status in overall socio-political context of industrial relations systems (Gaugler et al., 1975).

To solve all social problems on the labour market we have to define what labour market is. By definition, which was proposed by German scientists in the encyclopaedia of social economy, labour market is a relationship of demand, supply and exchange of persons as a product with limited market conditions and is acting as atypical market. Human recourses are limited by different abilities and qualifications of employees. Labour mobility is also limited. Employers and employees do not have complete information about the market (Vomberg, 2013).

According to Furstenberg relationship between employer and employee is identified as subject of industrial relations in the sphere of work and the amount of behaviours employers and employees, their representatives and the State, and depth of the impact of this behaviour on the working relationship between individual and collective dimensions.

Attempts to systematize the field of subject field between employer and employee is already carried out in many publications, but has not developed into theoretical knowledge. Main issues of this conception:

1. The central concept of the general theory of industrial relations is a "system of industrial relations" in its economic and social sense as a subsystem of the social system.
2. The system of industrial relations has three groups of actors: workers and their unions, employers and their unions, and government agencies working in the field of labour market, economic and social policy.
3. These subjects are integrated in a special environment with three areas of activity that are closely related to each other: technology, market and power structures, as well as the status of the system.
4. System of industrial relations is based on values and opinions, in order to preserve the integrity of influencing the role and interaction in this area.

The need for separation of this category confirmed the need to address a large number of problems in the social transformation. With transition to knowledge economy and information society generates converts a much greater amount of information, which in turn requires the system of relations employer-employee a faster transformation and adjustment under the new system of industrial relations to overcome the distance between traditional knowledge and modern needs and development. So there are differences in the economic, technical, organizational and social issues. A big problem at this level there is a wage system and monitoring of works. Scientific and technical progresses pace as unrestrainable steps forward, thereby changing the methods and technologies of work, which in turn often lead to social conflicts at work (Gaugler et al., 1975).

Social problems of relationship between employer and employee are solved by humanization of work and the desire for a better life quality. All these problems relate to all areas of organizational structure, working conditions, internal corporate training, career opportunities, relationships between different social groups in vertical and horizontal cooperation, relations in the labour market of multinational corporations. One of the most important issues separately is isolated problems of management styles on the level of relations between employees and employers, that repeatedly occur in different scales at all levels of data relationships. According to Otto Noyloh management styles and corporate climate inside the organization there are two important concepts, that correspond and correlate with each other, and have a largely effect on the peace and order in the firm. They are on the one hand causes, and the other - a reflection and scope of social conflicts. Depending on the type of conflict in the firm and its symptoms will directly integrating or disintegrating effect on the system of relations between employer and employee. After all, according to current research conflicts in the middle of organizations have not only destructive effect, but also act as a catalyst for certain changes and adaptations that require this social system (Gaugler et al., 1975).

If to make analyse to synthesize higher systemic and social change in the relationship between employee and employer, it becomes clearly visible change in basic attitudes and classical theories and change course values. Increased freedoms and autonomy in the workplace leads to both of these positive changes in the labour market as the emancipation of women and youth, establishing gender equality in the labour market. Collective participation in decision-making in turn means internally branded democratization. And whether the structural changes will take place next industrial relations based on development value representations depend only on correlating device management styles (Gaugler et al., 1975).

### **2.3 Pedagogical management methods and manager influence on the personnel**

Another evidence of the need to use management mechanisms to increase the competitiveness of firms in the labour market is the need to make researches on the labour market confirmed scientific selection and use of instruments of personnel policy. Johann Friedrich Overbeck said that the only basis for choosing instruments of personnel policy is to have accurate knowledge of the employee's expectations from employers. The question, which of these expectations may be satisfied can be resolved, knowing what weight have any of these expectations to achieve specific objectives. After analysing of all expectations you can make list of management tools, the combination of which will achieve the satisfaction of bilateral interest. Labour market researches on these issues for the first time were conducted in 1927-1932 (Gaugler et al., 1975).

We propose also to take into personnel policy the pedagogical management methods that are just beginning to gain attention abroad and are not researched in Ukraine.

In this case manager acts as a teacher. With this intervention manager tries to influence their subordinates. The form and content, and consequently the organization

and people are in dialectical relation; decisions lead to new problems the solution of which eventually lead to the emergence of new issues. At the same time in pedagogical style of management employee are directing for been able to make decisions and solve their own jobs with individual method, which in turn will provide teaching and developmental impact and demonstrate their new talents. So later, employees are able to solve more complex problems (Gaugler et al., 1975). Levin calls the pedagogical management style also democratic, in which the leader identifies with the goals and interests of the group and try to manage part by directive, and partly democratic tools (Tlah, 1966). But according to Peter Tlah, today this management style is just in a transformation process. The reason for this is the lack of sufficient research and experts on the subject (Gaugler et al., 1975).

The trade union committees in Germany also have another view and they say that clearly defined pay scale and working hours do not limit the freedom of workers and do not take time for personal life away. Therefore they try to protect the employee from himself and from employers. But this statement was critically perceived by scientists and public, arguing that if employers are interested in the long cooperation with workers and worry about their health, the flexibility of working time should not cause negative attitude. And if company wants to be successful and have talented staff, the debate on working time would only hurt the company's reputation in the labour market.

Based on the assumption that labour migration can reduce the negative demographic tendency and increase the rate of professionals in the labour market, we should take into account the specific of country. Thus, Ukrainian labour market indicates only a high level of emigration and "brain drain", which is the fault of the low competitiveness of firms in the international labour market.

For comparison, in Germany, a country with a high level of economic development and industrial relations, there is large number of immigrants, but the positive impact of migration on the labour market is also missing. Ukraine and Germany are characterized by negative population growth. As for migration statistics, these two countries are difficult to compare. Thus, in Germany in 2009, the crisis level of emigration largely prevailed when to find a jobs thousands of Germans journeyed to nearby Austria, Switzerland, Sweden and other neighbouring European countries. But a few years later, in 2012, it was more as 370 thousand. People moved to Germany more than left its borders. In 2014, the figure has exceeded 400 thousand. Of course, many immigrants have a good education: 30% of all immigrants in Germany have completed higher education. Nevertheless we should remember and take into account the fact that percentage of immigrants with higher education was much higher. Therefore, given government expenses on education, preparation of specialists will ensure higher level of competitiveness of the state and it is an important factor of influencing the stability of the economy. After all, total cost of education, internal corporate training, gain experience, adaptation and recruitment can confidently say that trying to keep his staff are much more profitable than to maintain consistently high level of staff turnover (Geis & Nintcheu, 2004; Kloes, 2014).

As for recruiting process, each firm wants to attract employees with the best education and high level of professional skills. Studies have shown improvement in competence youth has a positive impact on the development potential of the economy as a whole. Thus human capital has a positive impact on the incomes of workers, and thus



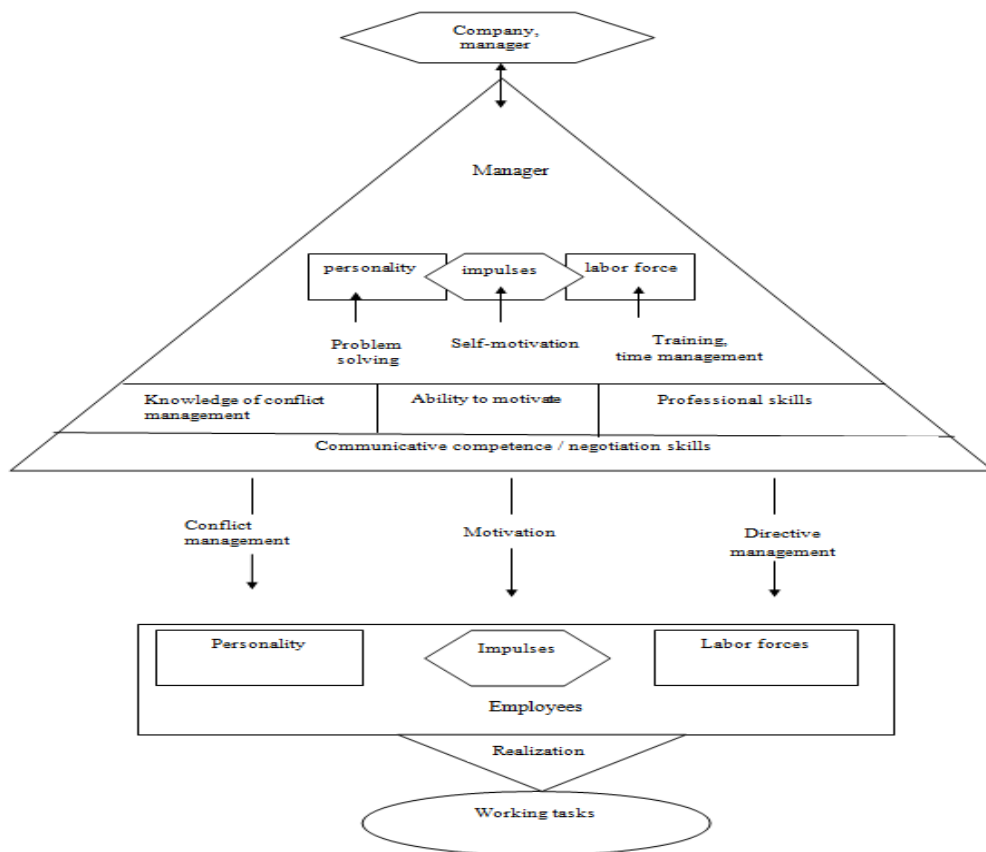
affects the overall situation in the labour market and promotes economic development in the long term (Herbst, 2004).

As significant management mechanisms act also spheres of management influence on personnel. This influence must consider all three stages: labour force, impulses and personality.

Management of labour force must be direct focused on direct task setting. Impulses should be motivated and personality is necessary to help in problems and conflict situations.

The Figure 1 shows a frame on which can be influenced with manager and need to consider a worker as a complete person. This model requires that manager must have a high level of knowledge in psychology that constantly need to improve with relevant workshops, seminars and training courses (Maelicke, 2013; Westerholt, 1995).

**Figure 1** Scheme framework of the possible manager influence on the personnel



Source: B. Maelicke, 2013.

Ideally measurement goals and values of the organization should be concluded together with the leaders and their subordinates. But even if joint formulation of goals and values take place, the task of manager is to contribute to their achievement. For

this, German researchers suggest six ways of management influence (Comelli & Rosenstiel, 2003; Grunwald & Steinbacher, 2007):

1. Instructions;
2. Assistance and help;
3. Model;
4. Identification;
5. Transformation;
6. Symbolization.

Instruction is a direct and concrete indication of manager for fulfilling a particular job. Such instruction can be formulated differently: friendly or strict, detailed or summarized, accurately or clearly. Either methods for doing job and achieving goals can be clearly described or employees will be free in their choice. Manager should specifically explain his subordinate, what is required and expected. Employer gives commands clearly and employee can easily do it. It helps worker to understand specific set of business actions and the processes that bring it to the desired result. Not only had the theory of communication, but also professional experience confirmed that in this case everything is taken for granted and do not always correspond to reality. Yet there are cases where the application guidelines and instructions are appropriate.

Unfortunately, this way of influence on workers is used too often and not always in the right situations (Grunwald & Steinbacher, 2007).

Help or assistance is the best way to influence subordinates, which is appropriate to apply the riposte when it is necessary to consolidate a new model of behaviour of employees. The mechanism of action of this method is based on the educational theories behaviours by Skinner in which required constant positive behaviour is rewarded consequences, and thus reinforced and secured, acting like Pavlov's theory principle (known experiments with Pavlov dogs). In practice HR influence can occur through constant praise and recognition incentives. This way intended impact and the fact that even trivial and insignificant results in the work should be recognized and deserve praise (Comelli & Rosenstiel, 2009).

The model provides a way to influence the workers, based on Bandura's learning models. In this case, the person will try to repeat patterns of others, for which another man was praised and rewarded. Therefore, it is the focus of their actions on the model, the model of other successful people. It is particularly noteworthy example of his own method (Grunwald & Steinbacher, 2007).

The action is based on the identification of individual psychoanalytic theory of Sigmund Freud. It is understood that if two people are closely linked, they are almost identical. However, they both perceive achievements and failures of each other as their own. Therefore, if the manager can establish the identity of goals and activities of his subordinates, then such a close emotional contact will only benefit the work. It is important that not only the leader received support from the identification of this effect, but that workers feel their own involvement in the victories and successes head. Identification with goals also leads to the fact that workers are starting to feel responsible for their achievements and are making significant efforts to do so.

This particular psychoanalytic concept of influence on subordinates closely linked to the charismatic leader. After all, only a charismatic personality can build a strong

emotional relationship with their subordinates and identify them with their goals and understanding. Such a person must be able to capture employees.

Instead of charismatic management in 80 years, leadership came to transactional and transformational (Rosenstiel & Neuberger, 2002; Comelli & Rosenstiel, 2003; Neubauer & Rosemann, 2009). Transactional leadership understands a certain agreement in the implementation of management, or exchange the roles of manager and subordinate. Head rewards employee tangible and intangible, because the last tasks in implementing and goals. The conclusion of such agreements between employees and their subordinates provides the following effect enhancement of governance mechanisms: workers independently react positively or negatively to their own actions.

The slaves thus are ready to consecrate themselves wholly organization, standing out from the mass of other workers, while not demanding and not expecting any special promotion or remuneration. The objective of transformational leadership is to initiate workers and encourage them to something new.

Understanding the mechanism of symbolization is based on concepts of organizational culture and the rational criticism of the new organizational sociology (Rosenstiel & Neuberger, 2002; Comelli & Rosenstiel, 2003). Mentioned above explain the mechanisms of action of management influence through causal models influence. They come from the fact that the specific causes cause certain effects. Approach of symbolization is based on the interpretation of the actions and deeds of others. So crucial is not what director says to his subordinates, but how he does it and how to perceive his subordinates (as requested clear indication, indirect reproach, etc.). But how workers understand management task depends not only from subjective perception, but largely from organizational culture in the community (Comelli & Rosenstiel, 2003).

## **Conclusion**

Foreign and domestic experience shows the importance of forming close links between existing system management with inherent for company effective economic management mechanisms in the companies with the level of competitiveness of the company in the labour market. In terms of the output economy from the financial crisis, this relationship is important for skilled and highly skilled workers, managers on various levels as the choice of a fixed place of work, and in the process of career growth.

So, it is time for development of economic and administrative mechanisms to improve the competitiveness of financial institutions, enterprises and organizations in the labour market. These mechanisms are a set of applied styles and methods of management that have a direct impact on the loyalty of workers to the chosen place of work, and consequently, enhance its competitiveness both inside the company and in external labour markets.

Thus, we can conclude that there is a need to improve the system of personnel management of financial institutions, enterprises and organizations, which in turn will increase productivity and loyalty of employees to and from work, and thus make this institution, enterprise, company more competitive in the labour market. This consider-

ably reduced a negative factor as staff turnover, and also increase the chances of attracting the best professionals.

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