

INSTITUTIONAL CHANGES AND QUALIFICATION REQUIREMENTS OF A COMPANY

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Abstract: Institutional changes and qualification requirements of a company from the human resources management perspective is a consecutive continuation of the presentation of the research, which was already partially published, regarding the most effective selection of applicants from the perspective of the company. The authors have set up these goals. In which progression states of individual groups of promotion are the measured statistically significant differences pointing at the necessity of support for the applicant's successful progression to the next higher progression state? Which progression states at each group of promotion signalize unbalance of the applicant's knowledge of the sales process? Which progression states are skipped by the applicants? The applicants dismiss one of the progression states in specific phases of the sales process. 9.3% of the not promoted applicants does not plan their meetings systematically, 30.8% of the not promoted applicants does not evaluate the activity of their customers and 31.8% of the repeatedly promoted applicants does not negotiate internally about the sales conditions.

Key words: human resources management, qualification, applicant, sales process management, selection of applicants

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Introduction

The human resources selection procedure is the first institution which the applicant faces in the new company. Here too are important changes, which have to reflect the reality of the market take place (Silva et al., 2012; Mura et al., 2012; Havierníková, 2012). Not only are not the curriculum vitae sent by the mail and it is necessary to use the internet and social networks, for you to be able to address the (Desjardins and Warnke, 2012), but also different forms of HR marketing, which have the goal of to bring the best applicants into the company are utilized (Silva et al., 2012). Desjardins and Warnke (2012) mention important finding for the human resources management that the level of competences of the employees increases up to a certain age, when a turnover takes place and the competences progressively "expire." When the applicants of this generation are supported not only by their parents, but also their teachers, young people come to the interview

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optimistic, about their career (Garcia et al., 2015). Optimism is positive of course; however it has to be based on the ability of self-evaluation, possessed by the applicants (Jiang, 2015). Applicants aged between 25 and 30 years appear to be the most ideal applicants, but as well are the applicants younger than 25 years, who are able to change their institutional attitude. Very satisfying results are also connected to the experience in the branch, where up to 71.3% with 2 or more years of experience work for the company for at least 3 years (Jeřábek, 2015c).

At least such minimal experience aids the applicant to evaluate quality of the wholesale company connected to technological innovations, which projects into its entrepreneurial activity (Small et al., 2014). Great emphasis is put on the corporate culture and its cooperation with other institutions of the company. This cooperation is supposed to help the positive economic results (Langlois, 2015; Tabellini, 2015; Mura et al., 2015). Practical working experience at previous employers significantly increases the growth of loyalty and fulfilling the psychological agreement (Persson and Wasieleski, 2015), which is very important for the human resources management. So called relational agreements, which are long-term and based on the relation between the employer and the employee instead of the short-term transaction agreements, which are built entirely on a commercial basis, are easier to make. It is written in the scientific literature about implementation of management of knowledge, which is, in competition, considered to be one of the most valuable asset of a company with a favourable impact on the efficiency, productivity and better organization of work (Ali Taha et al., 2013; Havierníková, 2014). Swacha (2015) recommends applying gamification. The company puts trust in its institution, the management of sales process, which leads the organization towards the goals that were set up in advance. It focuses only on the most effective use of devices for given goals, which they do not evaluate. They only evaluate the devices, also called the instrumental reason (Maialeh, 2014). Considering the fast growth of the company, the institutions change, and so do the formal and informal rules. They adjust to the size of the company and the level of knowledge acquired, because they influence the efficiency of the company in a similar way as does the quality of institutions in a state (Hajdu et al., 2014; Su et al., 2009; Seo et al., 2010). The collective influence of the formal and informal institutions is also mentioned by (Atkinson, 2004). The factor of changes of institutions is the change in thinking, which comes from the outside of the company (Tabellini, 2015).

It is important to consider, if the cause of the change (the change of the situation on the market, innovative or product change) is so strong, that it outweighs the costs of the institutional change, it means changes in the human resources management and the sales process management.

Material and Methods

The authors have set up these goals within purview of the human resources management and the sales process management. In which progression states of individual groups of promotion are the measured statistically significant

differences pointing at the necessity of support for the applicant's successful progression to the next higher progression state? Which progression states at each group of promotion signalize unbalance of the applicant's knowledge of the sales process? Which progression states are skipped by the applicants? The primary source of the research is following: The input data involves 1200 applicants for employment in a wholesale company, branch: industrial goods, non-food branch: electrical engineering, textile, plastic, wood and chemistry. Only relevant applicants, who were successful in the first round of the selection procedure in the multicriterial selection in the number of 188 applicants, were included with the elaborate research. The first round is not the subject of this article. The sources for this data are the curriculum vitae and interviews with the applicants. From the sales process perspective is the sales process divided into nine progression states. The level of fulfilment of the qualification demands is defined by the accomplishment of a certain progression state, by which the applicant proves the advancement in knowledge of the sales process (Jeřábek, 2015a). The research puts this advancement in relation with the future promotion of the applicant. The outcome value promotion consists of four categories: not hired, not promoted, and promoted and repeatedly promoted (Agresti, 2007; Jeřábek, 2015b). In each category there are statistically significant differences between the progression states of the sales process during the use of the paired t-test utilizing the IBM SPSS software (Field, 2013). The numbers of applicants in each state are expressed in two ways. Firstly the number of those who end, which expresses the amount of applicants, who end in that particular state. It is their highest achieved advancement in the sales process that the highest qualification was found out by the human resources officers.

Next there is the cumulative number, which quantifies how many applicants meet the requirements in each respective progression states regardless of which progression state is the final one for the applicant. The cumulative number also shows us the unbalance in the progression states, which originates by the applicants ending in a certain progression state, even though they did not meet the requirements for one of the lower progression states. The unbalance in the progression states has influence on the management of the sales process and is quantified and interpreted in the results. Established institutions from other companies expressed by low advancement in the knowledge of the sales process for this wholesale company are identified. Corrective measures especially in the form of institutional changes are suggested.

The analysis were realized in the statistical program SPSS. These are for one results of the paired t-test (Student's t-test) supplemented by correlations, cumulative number of the applicants and the number of applicants ending in every single progression state. Paired t-test give sensitive result as non-paired test for the same data. The values of the paired t-test, which are highlighted, represent the statistically significant differences and also the values in the cumulative number lines, which represent certain unbalance in the progression states.

The interpretations of the cumulative number are concentrated on the values, which are a sign of dismissal of a particular progression state in a particular category of promotion. The secondary sources are from international scientific conferences, the scientific literature or from scientific articles from the WoS or the Scopus database.

Results

The results are presented in Table 1 and those are the results from direct investigation.

The category, *not promoting*, shows statistically significant differences at six out of nine progression states. Subsequently the progression state, where matching value was measured simultaneously with the closest higher progression state, corresponding interpretation and suggested supportive measure, will be shown. See the Table 2.

Contacting – planning: Applicants are used to searching for contacts, but do not plan their meetings properly.

Planning – meeting: Meeting applicants are in the same group of applicants as the contacting applicants, but some of them do not plan their meetings properly.

Focused – regulated: A focused applicant is able to set up goals of a meeting, but is not used to working with sales conditions (with price levels, order extent, payment conditions).

Regulated – subordinate: A regulated applicant is used to working strictly with given sales conditions and is not used to negotiate about above-standard conditions for his/her customers internally.

Subordinate – researcher: Subordinate applicant does not evaluate the activity of his/her customers.

Researcher – investor: The applicant has no experience in sales promotion whatsoever.

Applicants, who are once promoted in the future, form, according to the results, a rather homogenous group with only one statistically significant difference.

Regulated – subordinate: A regulated applicant is used to working strictly with given sales conditions and is not used to negotiate about above-standard conditions for his/her customers internally. Here is the change of the institutional attitude, the habit of the applicant is more so important for the human resources management, because he/she is promoted during employment (Zouboulakis, 2015).

Table 1. The paired t-test promotion and progression states

Applicants	Progression states								
	Contacting (contacting)	Planning routes (planning)	Meeting set up (meeting)	Preparation for the meeting (prepared)	Goals of the meeting (focused)	Working with the sales conditions (regulated)	Internal negotiation about the sales conditions (subordinate)	Evaluation of activity of the customer (researcher)	Experience in working with the support of sales (investor)
Nr. of the progression state	1	2	3	4	5	6	7	8	9
Not hired - t	0,709	0,251	0	0,658	0,159	ns	0,103	0,568	
Not hired-correlation	0,765	0,611	0,529	0,763	0,907		0,663	0,774	
Not hired-cumulative nr.	25	29	30	13	14	9	9	6	4
Not hired-nr. of ending	26	4	15	2	4	0	4	2	4
Not promoted - t	0,044	0,044	0	0,322	0,016	0,002	0,044	0,044	12
Not promoted-correlation	0,84	0,84	0,541	0,965	0,374	0,686	0,797	0,797	
Not promoted-cumulative nr.	43	39	43	27	28	22	13	9	13
Not promoted-nr. of ending	14	0	7	0	12	9	2	0	13
Promoted - t	ns	ns	0	ns	0,487	0,023	0,421	ns	
Promoted - correlation			0,008		0,587	0,764	0,645		
Promoted - cumulative nr.	32	34	34	16	13	15	10	8	6
Promoted - nr. of ending	3	0	15	3	3	3	4	2	6
Repeatedly promoted - t	ns	ns	0,056	ns	ns	0,006	0,006	0	
Rep. promoted-correlation			0,031			0,619	0,619	0,441	
Rep.promoted-cumulative nr.	30	30	30	22	22	22	15	22	10
Rep.promoted-nr. of ending	1	0	8	0	0	0	0	12	10

The difference in the sales process is consequent upon the difference in size, strategy or the culture of the company (Tabellini, 2015; Langlois, 2015)

Regulated – subordinate: A regulated applicant is used to working strictly with given sales conditions and is not used to negotiate about above-standard conditions for his/her customers internally. Subordinate – researcher: Subordinate applicant does not evaluate the activity of his/her customers. Researcher – investor: The applicant has no experience in sales promotion whatsoever.

We get even greater informational value from the results of the cumulative number influencing the management of the sales process, which signalize the unbalance

in the progression states caused by the dismissal of one of the progression states by the applicant. Within the group of *not promoted* it is the second progression state. Leaving it may point at a habit rule of the applicant (Zouboulakis, 2015). It is up to the HR officer's thorough consideration, if that specific applicant is willing and able to change his/her institutional attitude and what costs will come with the change (Wawrosz, 2010).

9.3% of the applicants do not plan their meetings systematically, they arrange them randomly (Figure 1). This attitude causes time inefficiency, inefficiency in costs for a meeting and omission of addressing the customer from the target group occurs. Supportive measures: Receives support from his/her superior in the form of mentoring and modelling (Owen, 2012; Jeřábek, 2014).

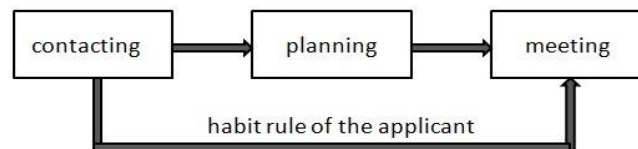


Figure 1. Not promoted, the progression state contacting - planning – meeting
(Jeřábek, 2015a)

30.8% of applicants do not evaluate the activity of the customer (Figure 2). They do not find out, that the customer reduced the amount of cooperation or even stopped cooperating entirely.

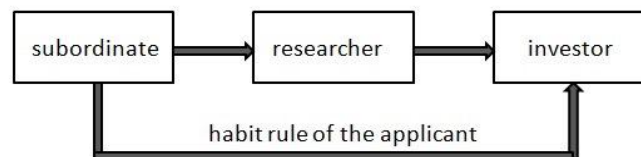


Figure 2. Not promoted, the progression state: subordinate - researcher – investor
(Jeřábek, 2015a)

During the sales process management it is necessary to determine not only the minimal amount of customers, but also the maximal amount of customers for each of the sales representatives to handle, so that the quality of service for the customer is not lowered and simultaneously so that the sales representative is in active contact with the customer

Table 2. Statistically significant differences – supportive measures

Applicants	Progression states								
	contacting/ planning	planning/ meeting	meeting/ prepared	prepared/ focused	focused/ regulated	regulated/ subordinate	subordinate/ researcher	researcher/ investor	
Number of the progression state	1/2	2/3	3/4	4/5	5/6	6/7	7/8	8/9	
Not promoted supportive measures	ME, MO	ME, MO			ME, MO, SP	ME, MO, SP	ME, MO, IS	ME, MO, SP, PR	
Promoted supportive measures						ME, MO, SP			
Repeatedly promoted supportive measures						ME, MO, SP	ME, MO, IS	ME, MO, SP, PR	

ME = mentoring, MO = modelling, SP = E-learning Sales process, IS = ERP system training, PR = studying rules about utilizing the sales promotion

Supportive measures: Training focused on utilizing the ERP system, repeated training of sales skills aside from other subjects like listening to the customer and discovering the customer’s needs. Receives support from his/her superior in the form of mentoring and modeling (Owen, 2012; Jeřábek, 2014).

31.8% of the applicants do not negotiate internally about the sales conditions (Figure 3).

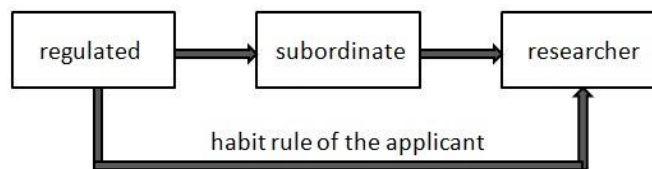


Figure 3. Repeatedly promoted, the progression state: regulated - subordinate – researcher (Jeřábek, 2015a)

Due to this a contract may not be made, if the customer requires individual sales conditions for a specific order, for example due to the over-standard size of the order or due to the individual requirements of the customer.

Supportive measures: E-learning, repeated training of sales skills aside from other subjects like listening to the customer and discovering the customer’s needs, monitoring of the number of internal negotiations about the sales conditions with the sales representative’s superior, collective visits of customers with a superior.

Discussion

The not hired applicants will not be given much attention, because the reasons of their rejection are not on the side of the qualification requirements in the meaning of this article. A verified strategy is to have the highest posts occupied by employees with functioning psychological or in other words a relational contract in them and the employer (Persson and Wasieleski, 2015). It is necessary to work on the assumption that the employees do not always act rationally and only a financial motivation is not enough. It is possible to demonstrate in the category *not promoted*, that the advancement in the sales process is not a fundamental factor for acceptance or rejection. It is an indicator, which determines which institutional attitudes the applicant must be able to change. The goal of a human resources officer is to make a psychological contract between the applicant and the employer, or more precisely in between loyalty and trust (Persson and Wasieleski, 2015). The change of the institutional attitude at those applicants, who dismiss any of the progression states in the sales process, is more difficult (expensive) due to the customary rule (Zouboulakis, 2015). At over-standard sales representatives in terms of performance with an amazingly functioning psychological contract it is possible to substitute the internal negotiations partially with extended powers. This principle has proven to be a good motivation with employees with long lasting employment.

Conclusion

The applicants bring deep-rooted institutional attitudes into their new employment, customary rules (Zouboulakis, 2015), which have an influence on their actual advancement in the knowledge of the sales process. It is considered important by the human resources management to identify, in which progression state is the applicant situated and providing appropriate support during the sales process management. The research has shown significant statistical differences at six progression states in the not promoted category. At the promoted and repeatedly promoted applicants were the values of the statistically significant differences recorded no sooner than in the higher progression states. From the sales process management perspective all three categories, which are interesting for the company (not promoted, promoted, repeatedly promoted) have a collective defect – working with sales conditions. From the results of the cumulative number, which signalizes an unbalance in the progression states was found out, that the applicants dismiss one of the progression states in specific phases of the sales process. 9.3% of the not promoted applicants does not plan their meetings systematically and 30.8% of the not promoted applicants does not evaluate the activity of their customers. 31.8% of the repeatedly promoted applicants do not negotiate internally about the sales conditions. Suggested supportive measures allow all of the applicants to accomplish all of the progression states, by which they fulfill the qualification requirements of a wholesale company. It is important for the management of the

human resources to know, that the changes of institutional attitudes of the applicants are put in connection with the thinking of the applicants (Wawrosz, 2010). On the contrary the changes of the institutions in a company are caused above all by external causes (a change of the situation on the market, innovation of products or process) and it is necessary to consider, if the cause of the change is so strong, that it compensates the costs of the institutional change (Tabellini, 2015; Zouboulakis, 2015). The described research has restrictions set by the environment of a wholesale company and the situation of fast development. It allows hiring a large amount of employees and a great number of them to possibly be promoted in the future. The next part of the research will be focused at the qualification prerequisites of the applicants.

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ZMIANY INSTYTUCJONALNE I WYMAGANIA KWALIFIKACYJNE FIRMY

Streszczenie: Zmiany instytucjonalne i wymagania kwalifikacyjne firmy z punktu widzenia zarządzania zasobami ludzkimi są kontynuacją prezentacji badań, które zostały już częściowo opublikowane a dotyczą najbardziej efektywnego wyboru kandydatów z punktu widzenia firmy. Autorzy określili następujące pytania badawcze: W których stanach progresji poszczególne grupy awansu mierzone są za pomocą statystycznie istotnych różnic, wskazujących na konieczność wsparcia dla kandydatów danego rozwoju do następnego wyższego stanu progresji? Które stany progresji w każdej grupie awansu sygnalizują brak znajomości równowagi przez kandydata do działu sprzedaży? Które stany progresji są pomijane przez kandydatów? Kandydaci odrzucili jeden ze stanów progresji w poszczególnych etapach procesu sprzedaży. W rezultacie badań określono, że: 9,3% niepromowanych kandydatów nie planuje swoich spotkań systematycznie, 30,8% z niepromowanych kandydatów nie szacuje działalności swoich klientów a 31,8% z wielokrotnie promowanych kandydatów nie negocjuje wewnętrznie warunków sprzedaży.

Słowa kluczowe: zarządzanie zasobami ludzkimi, kwalifikacje, kandydat, zarządzanie procesem sprzedaży, selekcja wnioskodawców

公司的體制變更和資格要求

摘要：從人力資源管理的角度來看，公司的製度變化和資格要求是已經部分公佈的關於從公司的角度最有效地選擇申請人的研究報告的連續延續。作者已經建立了這些目標。其中個別促銷群體的進展狀態是所測量的統計上顯著的差異，指出支持申請人成功進展到下一更高進展狀態的必要性？每組促銷的哪些進展狀態表明申請人對銷售過程的了解不平衡？申請人跳過哪些進展狀態？來自其他公司的整合的機構被識別，表現為在非促銷類別的六個進展狀態的銷售過程的知識的低水平，在促銷和反復提升的申請人，它不早於更高進展狀態。從銷售過程管理的角度來看，所有三個類別都是一個集體缺陷

處理銷售條件。申請人駁回銷售過程的特定階段中的進展狀態之一。

9.3%的未晉升的申請人沒有系統地計劃他們的會議，30.8%的未晉升的申請人沒有評估他們的客戶的活動，31.8%的反復升級的申請人沒有內部談判銷售條件。