
Human Resources in Organizational Security Management

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Zbigniew Ciekanowski¹, Julia Nowicka², Sławomir Żurawski³,
Piotr Mikosik⁴

Abstract:

Purpose: The goal of the article is to present the role of human resources in organizational security management. In the first part, the place of human resources in the functioning of the organization is outlined. Subsequently, the article describes an important issue in organizational management, which is strategy. Next, the essence of organizational security management is presented.

Design/Methodology/Approach: In this article, research methods were employed, including a systematic literature review and analysis, to synthesize the results of numerous studies and scientific literature.

Findings: The attainment of a high level of efficiency in the security management system of an organization is particularly crucial, emphasizing actions that consider the pivotal role of human resources. This includes aspects such as their selection, development, and the implementation of motivation processes for secure operations. Moreover, it encompasses the dimensions of human resource diversity and the necessity to reflect systematically introduced changes in the organization's strategy.

Practical implications: The article identifies organizational activity security within the context of best practices in human resource management. The authors address this topic by emphasizing the significance and role of security in the execution of tasks by employees within the organization.

Originality/Value: The authors' analysis of secondary source materials reveals a deficiency in scientific literature encompassing crucial theoretical concepts related to organizational security management. This analysis constitutes a contribution to existing literature by examining the impact of security management on the functioning of organizations, with a particular focus on the significance and role of human resources.

Keywords: Security, organization, strategy, human resources, management.

JEL: O15, M14, M12.

Paper type: Research article.

¹Faculty of Economics, John Paul II University of Applied Sciences in Białą Podlaska, Poland, ORCID: 0000-0002-0549-894X, zbigniew@ciekanowski.pl;

²War Studies University, Poland, ORCID: 0000-0002-0778-0519, j.nowicka@akademia.mil.pl;

³State School of Higher Education in Chełm, Poland, ORCID: 0000-0001-9527-3391, slawomir.zurawski@onet.pl;

⁴Warsaw Management University, Poland, ORCID: 0000-0003-0056-7990, e-mail: piotr.mikosik@mans.org.pl;

1. Introduction

The security of an organization can be defined as a state in which the organization is protected against threats that may disrupt its functioning or cause losses. Threats to organizational security can have diverse characteristics, ranging from technical threats to environmental threats, and encompassing social and economic threats. Organizational security is important for several reasons. Firstly, it ensures the protection of the health and lives of employees. Secondly, it prevents material and financial losses. Thirdly, it safeguards the organization's reputation.

The issue of organizational security is extremely significant for its operation and development. Security threats can take various forms, including technical, environmental, social, and economic threats. A crucial aspect of ensuring organizational security is the management of human resources.

Human beings constitute the most vital element of any organization. Employees perform tasks essential to the organization's functioning, and they are also the most vulnerable to security threats. Therefore, the role of human resources in the management of organizational security is paramount.

2. Human Resources within the Organization

The organization can develop through factors that directly condition its growth. One of these factors is developmental potential. The developmental potential of the organization should be treated as a multidimensional category, which pertains to variously defined possibilities based on specific capabilities, competencies, as well as adept utilization of environmental resources (Lichtarski, 2005).

This implies that the organization's development depends on various variables, including human resources, characterized by a specific potential manifested in the efficiency and effectiveness of their actions, as well as their abilities and capabilities, and consequently, the potential of the organization's human resources is created by employees along with their possibilities (Grzesik and Skwarek, 2015).

Human resources consist of personnel employed in a given organization with diverse qualifications and various knowledge resources. This term can be considered in two dimensions: social sciences, signifying the workforce as one of the three means of production, and another dimension strongly related to economic unit management, referring to individual employees and company departments that concern personnel policy (Pujer, 2017). Currently, there is no consensus on defining the human resources of an organization (Grima *et al.*, 2023).

H. Król states that the term "human resources" has evaluative significance, indicating their fundamental importance among other organizational resources. It also points out that the most important components of human resources are

knowledge, skills, attitudes, and health status (Król, 2006). It is worth noting that much attention is devoted to the characteristics of organizational resources such as rarity, difficulty of imitation or substitution, as well as diversity (Wojtaszczyk, 2019). The dimensions of diversity in the human resources of the organization are presented in Table 1 below.

Table 1. Dimensions of diversity of human resources within the organization

| BASIC DIMENSIONS | COMPLEMENTARY DIMENSIONS |
|---|--|
| Immutable and independent of individuals | Variable and dependent on individual |
| <ul style="list-style-type: none"> ● Age ● Sex ● Race ● Nationality ● Sexual orientation ● Physical and mental capabilities | <ul style="list-style-type: none"> ● Religion ● Professional experience ● Style of work ● Military experience ● Education ● Family status ● Place of abode ● Language ● Income ● Position in organization ● Style of life |

Source: Roszkowska-Śliż, M., *Różnorodność – źródło efektywności i innowacji*, <https://odpowiedzialnybiznes.pl/artykuly/roznorodnosc-zrodlo-efektywnosci-i-innowacji/>.

Changes in the economic and social spheres of the last decade indicate a significant dominance of competitive advantage, which may foster the consideration of people as organizational resources. However, the influx of progressive changes in strategic management has compelled a capital-oriented approach to people in the organization (Nowicka and Ciekankowski, 2023; Velinov *et al.*, 2023). The development of the concept of strategically framing human resources in organizations has been largely influenced by two models:

- The Michigan Model (the so-called "hard approach") - posits that there is a need to manage human resources and the organizational structure in accordance with the adopted organization's strategy.
- Harvard Model (the so-called "soft approach") - assumes that Human Resource Management directly influences employee engagement, competencies, and job effectiveness, which in turn affect employee satisfaction and the overall effectiveness of organizational functioning (source: optimakers.pl/zarzadzanie-zasobami-ludzkimi-co-to-jest/).

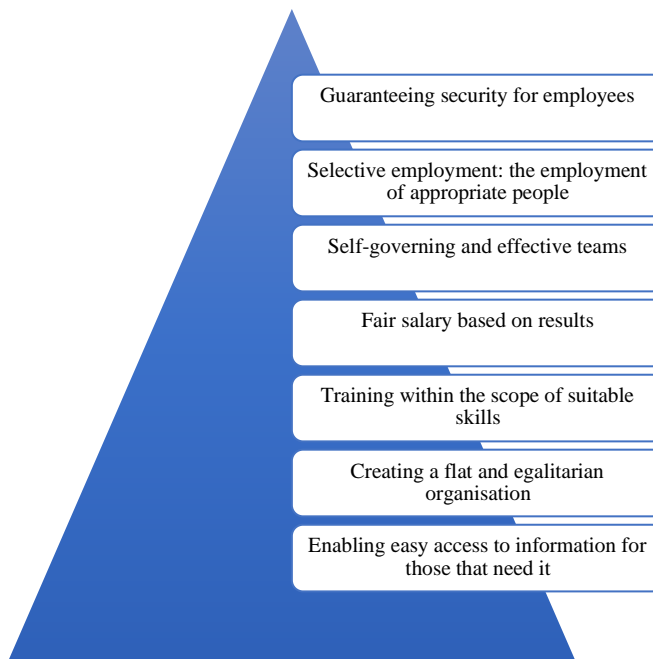
Human capital is a key element in the functioning of organizations, representing a force that increasingly plays a significant role in determining their value, provided that it is appropriately utilized (Nowicka-Mieszala, 2012). The challenge lies in the fact that the costs associated with human resource management are not always

correctly understood and often require a novel and alternative perspective (Rybak, 2003).

The appropriate selection of employees is one of the foundations of a well-prospering organization. The human resources of an organization constitute capital that must be nurtured at every stage of development. An experienced entrepreneur understands that the brand's position is built by individuals employed at all levels, not just the management staff (<https://businessinsider.com.pl/wiadomosci/w-jaki-sposob-zasoby-ludzkie-organizacji-wplywaja-na-rozwoj-firmy/bpgmjcs>).

In literature, a set of practices that can improve the functioning of an organization can be identified. Ideally, when these HR principles are integrated, their impact will be invaluable and at a high level. One of the most important principles is job security. This principle is also beneficial for the organization, as it helps them retain employees. It is a costly process. If an organization does not work on retaining its employees, there is a higher likelihood that they will leave and work for the competition (<https://www.aihr.com/blog/human-resource-best-practices/c>). These best practices are presented in Figure 1 below.

Figure 1. Best practices in management of human resources



Source: E.V.Vulpen, *7 HR Best Practices to Implement in 2023 – A Mini-Guide*, <https://www.aihr.com/blog/human-resource-best-practices/c>

To ensure the continuity of organizational functioning, it is imperative to precisely define safety-related goals. The subsequent step should involve the formulation of a security strategy, followed by the implementation of the rules contained therein. Furthermore, when changes are introduced in the processing environment, it is essential to update the security strategy to ensure the identification and neutralization of threats associated with these changes.

3. Strategy in Organizational Management

The objective of this section is to examine key concepts related to strategy in the context of organizational management. Various approaches to strategy creation, organizational structure, and processes of strategy formulation and evaluation will be discussed. Additionally, attention will be focused on the impact of different types of strategies on organizational performance.

The concept of "strategy" has become a pivotal element in the contemporary business era, replacing earlier forms of management (Carter, 2013). Initially associated with the military domain, this concept has found application in various areas, especially within the realm of business operations. One approach defines strategy as the specification of long-term goals and actions necessary for their achievement, emphasizing the dependence of organizational structure on the adopted strategy.

In recent decades, numerous approaches to strategy have emerged, leading to a lack of a unified definition. General approaches are distinguished, responsible for the conception of the overall direction of the organization. The classical approach relies on rational planning methods, resource allocation, and profitability.

According to proponents of this approach, organizational structure directly results from the adopted strategy. Alternatively, the evolutionary approach posits that organizations are influenced by changes in the external environment, and strategy is defined by the market, ensuring minimal or maximal benefits. This approach underscores the importance of adapting strategy to environmental changes.

The systemic approach enables organizations to effectively plan and operate in their environments, assuming that strategies should be sensitive to the social context. Culture and regulatory institutions play a significant role in shaping organizational actions according to this approach (Fuertes *et al.*, 2020). The process-oriented approach posits that the main goal is to identify existing or potential strategic problems, known as strategic gaps. The strategic management process encompasses three stages: strategy formulation, strategy implementation, and strategy evaluation.

A key element in the strategy formulation process is the identification of an existing or potential strategic gap. This gap occurs when future goals cannot be achieved

with the current strategy. This process involves analysing the organization's environment, defining goals, situational analysis, and planning (Fuertes *et al.*, 2020).

Regardless of size or industry, every company should have a methodology for formulating strategy. Strategic planning is a valuable tool that allows diagnosing the current competitive position and strategic issues affecting the company. Through strategic planning, areas requiring improvement can be identified, aligned with functional competencies, and compared with the initial strategy if one exists.

Some approaches emphasize that strategies do not always have to arise from a formal plan but can result from an emergent process initiated by lower organizational levels.

An essential aspect influencing organizational strategy is organizational structures. Effective structures act as moderators enhancing leaders' impact on the behaviour, outcomes, and work of their subordinates, considering customer satisfaction (Neubert *et al.*, 2016).

Organizational structures are defined as organizational patterns aimed at organizing the company with regard to the division of labour and coordination of activities. Several key elements are considered in shaping organizational structures. Hierarchy of power and authority is a crucial tool for determining responsibilities and goals, which must be verifiable, accurate, and achievable. Clear delineation of the duties, rights, and actions of each person is essential for effective organization.

Several factors should be taken into account in shaping organizational structures, including the company's location, the number of employees, product evolution, power distribution, and regulations, which decide organizational effectiveness. Organizational structures change with the company's development, and the choice of structure depends on the type of product or market.

The central issue in the strategic management process is the identification of potential strategic problems, known as strategic gaps. The stages of this process include strategy formulation, implementation, and evaluation. Strategy formulation requires an analysis of the organization's environment, goal definition, situational analysis, and action planning. This process is crucial for organizational success. Strategic planning allows identifying areas requiring improvement, aligning them with functional competencies, and comparing them with the initial strategy if one exists.

Some approaches emphasize that strategies can arise from both a formal plan and an emergent process initiated by lower organizational levels. It is crucial for the organization to be capable of adaptation and flexibility in the strategy formulation process. Even the best strategies may not succeed if not properly implemented and evaluated.

The strategy evaluation process involves monitoring the organization's progress in achieving set goals. Several models, such as Strategic Results Analysis (SA), assist in strategy formulation, implementation, and evaluation.

The SA model aims to transform management guidelines into a strategic vision and mission, providing specific performance indicators for tracking company progress. Administration can monitor company progress by setting goals and measuring success or failure in achieving them (Fuentes *et al.*, 2020).

The effectiveness with which an organization achieves its goals and satisfies customer needs is determined by its strategies, with a significant portion of this responsibility resting in the hands of competent administrators. Skills acquired by top-level management are crucial for ensuring the sustainable and successful long-term development of the company.

Critical decisions related to the allocation of human and financial resources, made by top managers, often determine the fate of firms and, in some cases, entire industries in the country (Fuentes *et al.*, 2020).

Strategic Management (SM) enables companies to increase value, create, discover, strengthen, and surpass their competitive positions. It provides guidance on actions to secure a favourable position. Strategy formulation allows companies to outline their course of action for the future, providing guidelines and establishing consistent behaviour over time. It determines internal management with the ultimate goal of placing the organization in the most advantageous competitive environment for success.

Business success depends on continuous adaptation to the environment. Competitiveness is a key economic criterion for directing and assessing performance both inside and outside the company. Business success significantly depends on the type of strategy adopted. Companies must develop strategies that align with the current competitive landscape. However, the effectiveness of these strategies depends on accompanying management tools that ensure their implementation; otherwise, efforts may prove futile.

Although there are many strategies and supporting tools, strategists must conduct an internal and external diagnosis to identify the most appropriate strategies that will provide a competitive advantage in their industry. This work proposes a systematic literature review, providing administrators and researchers insight into general concepts and steps to take in Strategic Management for their industrial organizations.

This knowledge allows them to assess their market position and consequently set goals for the future. Strategic Analysis (SA), while not a guarantee of success, enables organizations to make informed long-term decisions, effectively implement

them, and take corrective actions as needed. Effective strategic assessment involves integrating intuition with analysis for a comprehensive situation assessment.

4. Security Management of Organizations

The management system for security serves as a means of combining various aspects of operations to ensure the organization's complete capability to function with safety and maximum effectiveness

(<https://www.era.europa.eu/system/files/2022-11/Guide%20on%20safety%20management%20system%20requirements%20-%20PL.pdf>).

Security management is primarily based on a typical process-oriented approach. However, some solutions implemented in practical terms lead to the conclusion that they include the term "management," but in reality, it is difficult to find references to developed management concepts (Kwieciński, 2012). Table 2 presents the process-oriented approach as a concept that emphasizes the organization's dynamic and integrative formula.

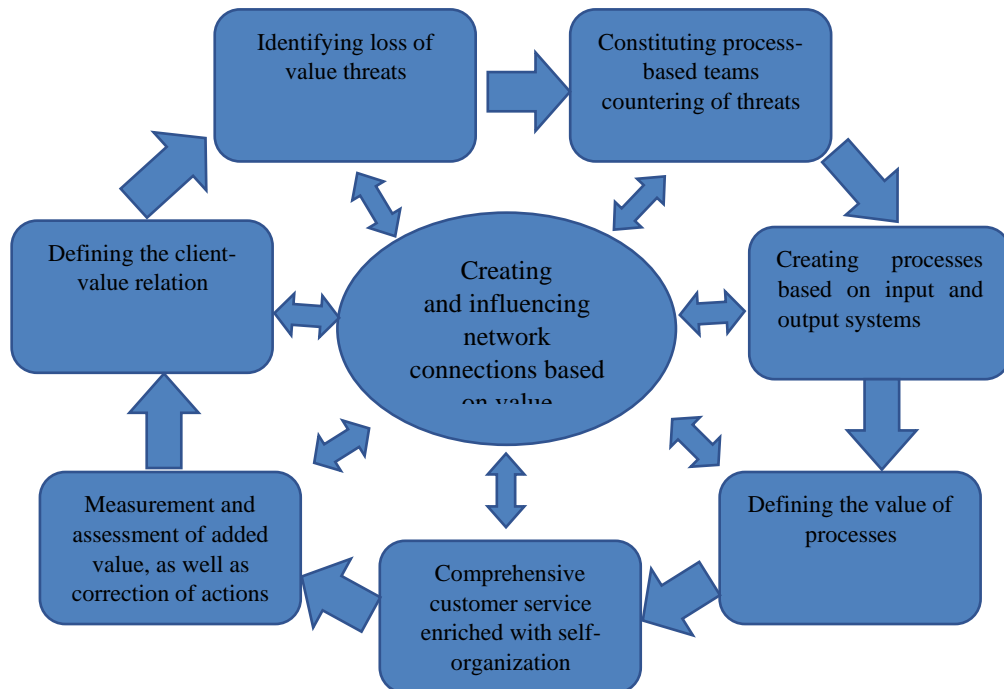
Table 2. *Characteristics of a Process-Oriented Organization*

| Lp. | Distinguisher | Description |
|-----|---|--|
| 1. | The organization as a dynamic system | Is a set of management processes and operational (executive) processes corresponding to multifunctional value chains. |
| 2. | The course of the process is determined by: | the scope of activities, e.g., pertaining to the entire organization or specific domains, the configuration of managing entities (hierarchical, networked, sequential, or mixed), significant integration of management functions and operational functions, delineated modular processes and procedures (the latter being partial processes). |
| 3. | Comprehensive (multifunctional) customer service | elaborated and directed throughout the organization in the shape of horizontal communication |
| 4. | Organizational structure undergoing constant transformation | takes the form of input-output systems, and its configuration is an expression of specialization based on subject-process criteria. |
| 5. | Input-output systems constitute a set of sequences | characterized by control-regulatory, informational, and operational (executive) feedback loops |
| 6. | Inherent components of process forms | management tools and operational techniques |

Source: Kwieciński, 2012.

As evident, the organizational security system is intentionally designed and organized material arrangements that encompass human teams. Its purpose is to maintain the predetermined level of resilience to diverse threats (risks) to ensure the proper functioning of the organization, meeting essential requirements, and autonomously shaping its development potential under current environmental conditions (Kwieciński, 2012). Figure 1 illustrates the cycle of process-oriented security management.

Figure 1. Cycle of Process-Oriented Security Management



Source: Kwieciński, 2012.

At present, the issues related to security management focus on features encompassed in the characteristics of activities around its essence. Therefore, if something is to be associated with security, it must belong to it:

- Conceptualizing it as a state and process;
- Determining values as an object defining the goals of all activities;
- Orienting towards minimizing barriers in achieving the goal;
- Future-oriented;
- Vision defined from the perspective of the entirety of ongoing changes;
- Multidimensionality of factors and the vastness of the consequences of complex actions;
- Cultural dimension related to leadership and the treatment of intellectual capital as a source of multiplying good solutions and practices;

- Orientation towards repeatability, network structure, and effectiveness;
- Focusing actions on increased dynamics of changes (Żurawskie *et al.*, 2019).

The management of security in any organization necessitates the implementation of coordinated measures in response to both existing and emerging threats. In the theory of strategic management, it is commonly accepted that the sources of threats stem from the organization's environment.

Threats may manifest as events and incidents of both macro-systemic nature, such as economic policies, legal regulations, and demographic changes, as well as sector-specific factors. Sectoral threats result from decisions made by competitors and customers. The strength of their interdependence and influence largely depends on the potential and development of the organization (Cabała, 2016).

5. Conclusions

The role of human resources in managing the security of an organization is paramount. It is the employees who are responsible for performing tasks essential to the organization's functioning and adhering to security procedures. Therefore, employees should be adequately prepared to work in secure conditions. The human resources department in an organization should support security-related initiatives.

Its responsibilities include, among others, the development and implementation of security programs, organization of security training and exercises, and monitoring the effectiveness of security measures. Employees bear the responsibility for executing tasks essential to the organization's functioning and adhering to security procedures.

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