

From the Editor

This volume of the “Cracow Review of Economics and Management” contains nine articles devoted to current issues in human resource management. Human resource management as a theoretical concept and sphere of practical applications has achieved a level of growth that may be described as strategic international human resource management (Briscoe, Schuler & Claus 2009, Stor 2011). The wide range of issues in human resource management today includes universal questions concerning strategy building, the organisation of processes and improving tools used to implement the HR function in various organisations, considered in the context of challenges resulting from changes in the labour market and the wider global economy. The trends known as comparative international human resource management (*Handbook...* 2012) and cross-cultural HRM (Morley 2009, Dowling, Festing & Engle 2007) are growing dynamically. As Reilly and Williams noted in 2012, the complexity and variability of the business environment for enterprises operating on domestic and global markets justifies the need to take up new research topics and find new practical solutions to improve human resource functions.

Several current questions concerning human resource management are the subject of the articles presented in this issue. A. Wojtczuk-Turek's paper, which looks at the role of human resource management practices in building employee innovation, opens the volume. Her work is part of the current stream of research being done on innovation in human resource management (see *Rola ZZL...* 2010, Poczrowski 2012). In explaining the relationship between human resource management and employee innovation, A. Wojtczuk-Turek emphasises the particular importance of matching the individual and the organisation as a mediator of this relationship. The four articles that follow this one concern various aspects of organisational involvement, a topic more and more frequently taken up as the subject of research and scientific publications (see Juchnowicz 2012).

The first of them, by T. Stanley, P. Davidson and J. Matthews, addresses the question of the relationship between a creative work environment and employee engagement. Based on the analysis of the subject literature, the authors offer specific directions and research methods pertaining to the relationship. In the

next article, I. Marzec, A. Frączkiewicz-Wronka and J. Strużyna set out to determine the value of learning in public organisations and if the value of that learning translates into employee engagement. They present the results of empirical research on the topic. S. Ptanawanit describes in his article factors that influence operational employee engagement in a transnational corporation, indicating ways to increase recruitment effectiveness, boost work effectiveness and employee retention. T. Kawka analyses the relationship between the level, structure and criteria of remuneration and components of employee engagement. On the basis of his empirical research, T. Kawka contends that the relationship between engagement and elements of the compensation system is a weak one. That employee engagement forms the basis of “pro-effective” behaviours and enhances productivity is the issue taken up by W. Ulrych, who focuses on the team element of management effectiveness and discusses the problems that exist in this area.

The next two articles examine the issue of leadership, which has for many years been the subject of research and practical investigation, yielding copious concepts and a rich subject literature (*Przywództwo...* 2007, Sikorski 2006, Eales-White 2000, “Zarządzanie Zasobami Ludzkimi” 2011). The first article, by Ł. Haromszeki, analyses the importance of social and cultural changes in the process of creating models of expectations towards global organisational leaders, looking at the similarities and differences depending on the context of the occurrence of a leadership relationship. In the other article, J. Furmańczyk introduces the idea and theoretical premises behind the cultural conditioning of leadership. Using empirical research, she examines their importance in managing international organisations using the example of enterprises backed by German and Japanese capital functioning on the Polish market in the automobile industry. I. Kołodziejczyk-Olczak’s article closes the issue, introducing a strategic approach to age management in Polish enterprises. This is a current issue in the context of demographic changes, which are leading to an aging society and challenges for management that accompany them.

The overview of the content of the papers that make up this issue of the “Cracow Review of Economics and Management” suggest the timeliness and huge importance of the questions they take up. The issue of innovation in human resource management, building employee engagement, more effective work, leadership and age management constitute subjects of interest for researchers and practitioners in countries across the globe, as the numerous publications and appearance at international conferences of the topics they cover surely attest. In wishing you a pleasant read of the articles collected here, I hope that their content will be a source of scientific reflection and inspiration to take up further research.

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