
Personnel Policy in the SME Sector in the Context of Contemporary Concepts of Work Humanization

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Abstract:

Purpose: The aim of the study was to answer the question of whether a humanistic approach to work is applied in the SME sector. The authors put forward the thesis that SME entrepreneurs do not fully utilise the concept of work humanisation, despite declaratively high indicators of transparency and employment stability.

Design/Methodology/Approach: The study was conducted in January 2025 using a questionnaire-based method with purposive and snowball sampling. The questionnaire, addressed to owners or senior management, was sent electronically following an initial telephone contact. A total of 116 SME companies provided responses. The findings were interpreted against the backdrop of contemporary work humanisation concepts.

Findings: The study revealed the dominance of competence and experience as the key recruitment criteria, with marginal significance assigned to gender and personal connections, indicating a departure from discriminatory practices. The vast majority of companies reported no layoffs over the past five years, and are actively building long-term employee loyalty. Despite high declarations of transparency and equal pay, only some employers allow employees to co-shape the remuneration system. The most striking finding concerns attitudes toward employee dignity — only some part of respondents consider it a value that takes precedence over profit maximisation, while definitely more interviewees explicitly reject this view.

Practical implications: The findings point to the need to replace the functional-normative approach to the employee with a holistic perspective that recognises the employee's subjectivity and personal dignity. SME managers should invest in training, fair appraisal systems, and mechanisms for employee participation. Neglect in these areas leads to occupational burnout, employee alienation, and organisational pathologies, ultimately undermining the long-term competitiveness of enterprises.

Originality/Value: The article combines the perspective of management sciences with contemporary work humanisation concepts (Total Well-being, Work-Life Integration, Industry 5.0) and the assumptions of work humanisation processes, creating an original interpretive framework for evaluating HR policies in SMEs. It provides current empirical data (2025) on actual HR practices in the Polish SME sector, revealing a significant gap between declared values and the actual treatment of employee dignity.

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1. Introduction

The humanisation of work is a concept that entails creating good working conditions tailored to individual capabilities so that they do not harm employees' physical or mental health. Work, its atmosphere, and other related issues have a significant impact on an individual's quality of life and are reflected in other areas of their existence. Employees should be offered compensation appropriate to their skills, qualifications, the work performed, and their position. Furthermore, the work performed should provide opportunities for development. The humanisation of work also encompasses the relationships between coworkers, as well as between management and employees.

If the labor market is guided exclusively by economic calculations, it will become a system focused on the exploitation of others, which may evolve into forms of totalitarianism and the privileging of the strongest. Meanwhile, human dignity requires entrepreneurs—and all of us—to treat employees with respect and to support weaker individuals, such as people with disabilities or mothers and fathers of young children. The humanisation of work means providing people from various social groups with the opportunity to take up employment, earn a decent living, develop, and advance within the company.

Work humanisation processes are of considerable significance for the functioning of the small and medium-sized enterprise sector for at least three reasons.

First, they strengthen employee motivation and loyalty, reducing costly staff turnover.

Second, they foster innovation by building an organizational culture grounded in trust and engagement.

Third and finally, they constitute a response to growing social expectations regarding decent work, which translates into a company's reputation and its ability to attract business partners and external financing. Both the demands of the labour market and the values embedded in the concept of corporate social responsibility make work humanisation not an optional add-on, but a prerequisite for the sustainable development of small and medium-sized enterprises in Poland.

2. The Evolution of the Concept of Work Humanisation

The traditional understanding of the humanisation of work, which emerged from criticism of the Taylorist paradigm of rationalization and the achievements of the human relations school, focused primarily on eliminating physical burdens, improving workplace ergonomics, and reducing task monotony (Kawecka-Endler, 2017, p. 120).

However, the contemporary socio-economic environment, shaped by globalization processes, the development of artificial intelligence (AI), automation, and the widespread adoption of hybrid employment models, necessitates a redefinition of this concept (Tomaszewska and Pawlicka, 2021, p. 80).

As noted by D. Walczak-Duraj, the current humanistic perspective in management sciences shifts the focus from material and technical aspects toward psychosocial, axiological, and subjective dimensions (Walczak-Duraj, 2017, p.17). This process is often referred to as the “dematerialization of work,” in which employees’ adaptive capabilities, creativity, and psychological resilience become increasingly important.

A literature review makes it possible to distinguish three main phases in the evolution of approaches to the humanisation of work from a chronological and problem-oriented perspective, as presented in Table 1 below:

Table 1. *Phases of evolution in the approach to the work humanisation.*

Phase of evolution	Main paradigm	Key tools and areas of interest
Ergonomic - Protective Phase – 20th century	Reduction of physical hazards, optimization of working time.	Occupational health and safety (OHS), workplace ergonomics, occupational hygiene, elimination of monotony
Psychosocial Phase – Turn of the 20th and 21st centuries	Job satisfaction, employee participation.	Autonomous teams, job enrichment, subjectivity in decision-making
Holistic-Digital Phase – since 2015	Well-being, flexibility, psychological resilience, human-centric focus.	Digital tools supporting autonomy, Work-Life Integration, diversity management, support for people with disabilities.

Source: Authors’ own study on the basis of: Stepnicka N., *Nowoczesne formy zatrudnienia i pracy na przykładzie wybranych form co-workingu*, „Humanizacja Pracy”, nr 1, 2018, pp. 45–57, and Trenkner M., *Człowiek w koncepcji lean management*, „Prace Naukowe Uniwersytetu Ekonomicznego we Wrocławiu”, nr 489, 2017, pp. 320–331.

Currently, in the fields of management and quality sciences, work is no longer perceived solely as an economic transaction or a technological-production process. It is increasingly viewed as a space for self-realization, the development of social capital, and the integration of the multidimensional needs of individuals, including people with disabilities and parents of young children.

The industrial revolution and changes in the labor market generate new psychosocial risks, creating new challenges for researchers and management practitioners in the field of workplace humanisation (Jeruszka, 2021, p. 49). Contemporary humanisation of work places strong emphasis on quality of working life and encompasses not only fair compensation and safe working conditions, but above all opportunities for personal development, a sense of purpose in performed tasks, and a transparent, trust-based organizational culture (Bugaj, 2019, p. 95).

3. Key Contemporary Concepts of the Work Humanisation

One of the most dominant concepts in contemporary Human Resource Management (HRM) is the Total Well-being approach. Traditional health promotion programs have been replaced by holistic models that analyze employee well-being across five dimensions: physical, mental (emotional), financial, social, and professional (Kozłowski, 2020, p. 115).

In the context of the humanisation of work, care for mental health is becoming particularly significant. Research from the years 2020-2026 clearly indicates an alarming increase in rates of occupational burnout and depression caused by organizational stress. Contemporary organizations, fulfilling the requirements of humanisation, implement psychological support programs, life energy management training, and mindfulness techniques, treating them as standard instruments of human capital management rather than non-wage benefits (Lipińska-Grobelny, 2023, p. 211).

For decades, the concept of *Work-Life Balance* (WLB), founded on the pursuit of rigid separation and equilibrium between the professional and private spheres, served as the humanisation paradigm. However, the prevalence of remote and hybrid work has rendered this model outdated. Contemporary scientific literature indicates a shift toward *Work-Life Integration* (WLI) (Borkowska, 2021, p. 20).

WLI assumes that the spheres of professional and private life do not have to remain in constant conflict but can synergistically permeate one another. In this context, the humanisation of work involves granting the employee full autonomy in managing their own time and place of task execution (e.g., through flexible working hours, task-based models, or the four-day workweek concept) (Pocztowski, 2022, p. 18). This autonomy is identified as one of the strongest factors reducing employee turnover intentions and enhancing their innovativeness.

The newest trend, extensively developed in management literature since 2020, is the idea of Industry 5.0. While Industry 4.0 focused primarily on technology itself, Industry 5.0 restores the subjective and central role of humans within production and service systems (European Commission, 2021).

The foundation of this concept is the assumption that technology should serve people rather than replace them or reduce them to the role of executors of algorithms.

As indicated by R. Tomaszewska and A. Pawlicka, a key challenge for contemporary humanisation is the design of artificial intelligence and robotic systems in such a way that they eliminate routine and hazardous tasks while leaving humans responsible for activities that require empathy, strategic thinking, and unique creativity (Tomaszewska, 2024, p.108).

The implementation of contemporary concepts of work humanisation faces numerous structural, cultural, and technological barriers. Paradoxically, tools that were intended to support humanisation, for example, technologies enabling remote work have become a source of new forms of employee alienation and exploitation.

Three main areas of tension in contemporary work humanisation can be identified:

- Flexibility in working hours often leads to the phenomenon of an "always-on culture" (a culture of constant availability), resulting in chronic cognitive fatigue (Rostkowski, 2025, pp. 34-42).
- Algorithm- and artificial intelligence-based employee performance monitoring systems can drastically reduce the level of trust within organizations. They transform the work environment into a space of permanent surveillance, which directly contradicts the idea of employee autonomy and subjectivity (Gableta, 2022, pp. 78-89).
- The pursuit of maximum process efficiency and lean operations may lead to employee work overload and the reduction of resources necessary for building healthy social relationships within the organization (Ulrych, 2020, pp. 115-128).

4. Research Results

The presented results are part of a broader study on human dignity conducted in the SME sector. The results illustrate the approach to employees in the sector under study in light of the concept of humanizing work and dignity of people.

The aim of the study was to answer the following question: *Is a humanistic approach to work applied within the SME (Small and Medium-sized Enterprises) sector?*

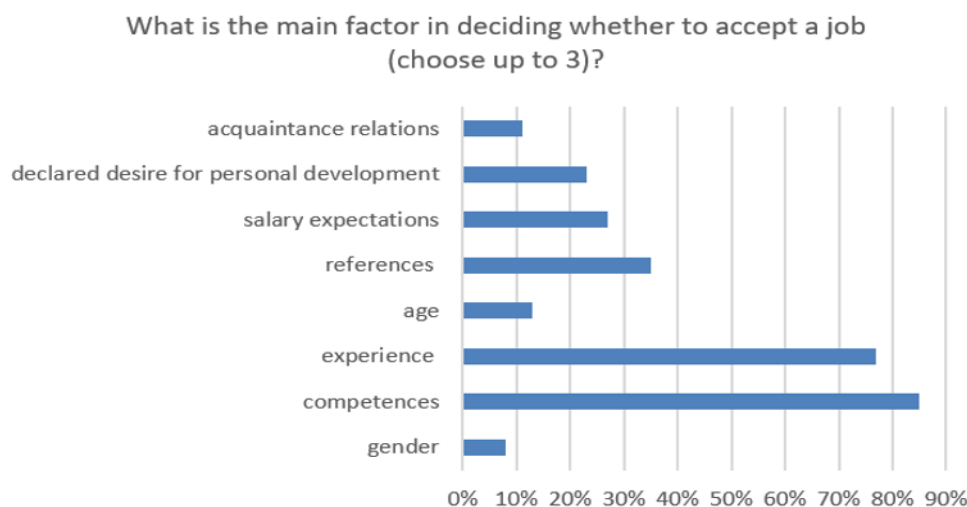
Specific research questions were also formulated:

- What are the main factors determining the recruitment of an employee?
- What is the employers' approach toward young parents?
- What is the employers' approach toward people with disabilities?
- Are employees being laid off due to the development of AI?
- Is the motivation system transparent?
- Does the company have a clear promotion policy for employees?

- Does the company guarantee professional development opportunities (training, specialized courses, etc.)?

The research sample was selected using non-random purposive and snowball sampling methods. Entrepreneurs were invited to participate in the study by telephone, after which the questionnaire was sent via email. The questions were answered by owners or senior management. Ultimately, 116 companies provided responses. The study was conducted in January 2025.

Figure 1. Factors influencing the job acceptance.



Source: Authors' own study on the basis of research.

In question 1: what is the main determining factor for being hired, assuming a maximum choice of 3, respondents indicated the leading answers, firstly competence 85% secondly experience 77% and references 35%. There were also salary expectations of 27% and a declaration on the part of jobseekers as to personal development activities of 23% indications, by which we can also mean substantive development combined with loyalty to the company.

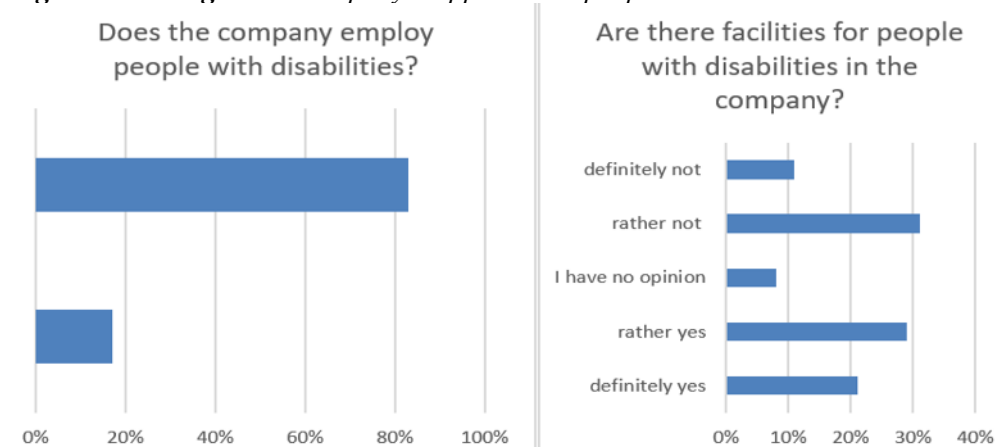
While the indications of competence and experience seem to be obvious choices, the interest in an employee's personal development at only 23% can be interpreted as a figure that is too low in the context of an intensifying competitive struggle based on innovation and the exponentially increasing importance of digital development in a rapidly evolving and highly turbulent market.

The existence of a labour market in the economic macro-environment must also be taken into account, which in the case of small and medium-sized companies often implies a lack of a sufficient number of employees with the required competences in the sector. From the point of view of work humanisation processes, a holistic view of

the employee as a subjective human being, capable of autonomous development, provides an opportunity to create non-conflictual intra-organisational ties and to strengthen a work ethos based on partnership and partial employee participation.

It should definitely be noted positively that gender and friendship relations, one of the key aspects of employment decisions from the period of the beginning of the system transformation in Poland, in the 1990s, and constituting an example of overt discrimination leading to the phenomenon of organisational pathologies, are today marginally indicated: at the level of 8 and 11% respectively.

Figure 2 and Figure 3. *Company's approach to people with disabilities.*



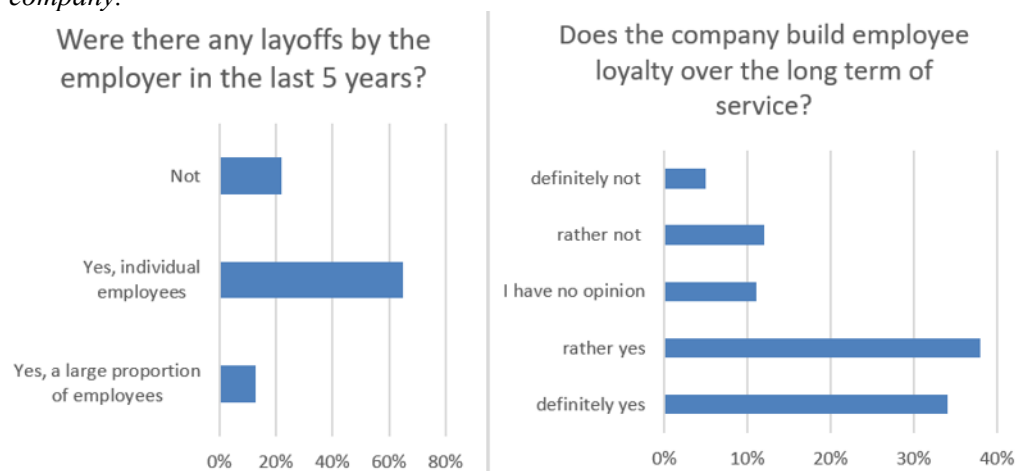
Source: *Authors' own study on the basis of research.*

In questions related to company's approach to people with disabilities and the existing facilities for people with disabilities, the vast majority of respondents provided negative answer. This may be due to the nature of the industries surveyed or to the insufficient state support for smaller businesses over the past years in terms of creating facilities and carrying out investments to adapt workplaces for the performance of tasks by disabled people.

Only 50% of respondents who answered second question and the supplementary third question indicated that they had facilities to support the work of disabled people.

The social activation and professional inclusion of people with disabilities is an important aspect of the entrepreneur's duty under the concept of humanisation of work. In Poland, it has been partly taken over by cooperatives, including social cooperatives, which are supposed to activate people at risk of social exclusion and marginalisation, including people with disabilities. However, building awareness among entrepreneurs in this area remains an important task for the state, third sector organisations and business environment institutions.

Figure 4 and Figure 5. Layoffs in the company; Employee loyalty building in the company.



Source: Authors' own study on the basis of research.

In question 4: were there any layoffs by the employer in the last 5 years, as many as 87% of respondents indicate that there were no layoffs at all or that there were only a few. This may be due to both the attitudes of entrepreneurs, who have begun to recognise the long-term value of the established competencies found in a stable company workforce, but may also be a result of the change in the economic environment over the last 10 years and the creation of a fairly strong labour market.

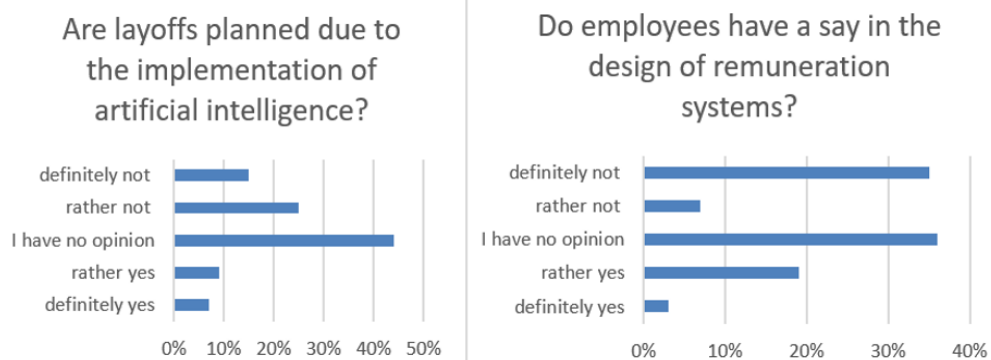
The first possibility is indicated by question 5: whether the company builds employee loyalty in the long term, where as many as 72% of respondents consider this solution to be beneficial and declaratively leading to a policy of employment stabilisation within companies.

The labour market has seriously changed the perspective of entrepreneurs over the past years, and what is more, it was a beneficial change from the point of view of the assumptions of work humanisation processes. An attitude of employee loyalty is part of an organisational culture model in which the values identified by work humanisation processes, i.e. human dignity, employee subjectivity and the value of work ethic as an important element of personal development, are strongly represented.

In question 6: Are job cuts planned in connection with the implementation of artificial intelligence, respondents indicate, on the one hand, the lack of definitive knowledge about exponentially developing digital technologies and their impact on the shape of jobs, and on the other hand, it shows that entrepreneurs value employment stability and potential employee turnover is not perceived as a beneficial indication of this kind, that is, a total of 84% of respondents not interested in downsizing despite the emergence of new solutions in the field of artificial intelligence with the difficulties of young people when starting a family and the uncertainty of material stability when

deciding to have children, provides an opportunity to strengthen social ties and a more stable basis for the institution of marriage.

Figure 6 and Figure 7. Artificial intelligence impact on layoffs in the company; Employees impact on remuneration system.

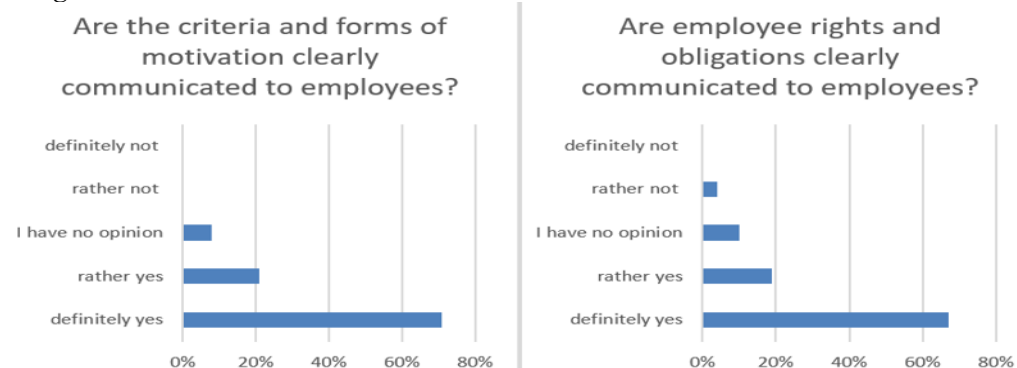


Source: Authors' own study on the basis of research.

In question 7: do employees participate in shaping the remuneration system, only a small proportion of entrepreneurs - 22% - indicated employee participation in this respect. This may be due to both the mediocre position and low entrenchment of trade unions in small and medium-sized companies and the still dominant hierarchical management model without the inclusion of employees in the company's management processes, as well as an incomplete understanding of the importance of social consensus for market efficiency among SME managers.

Influencing the design of the remuneration system also deepens the sense of fairness among employees and shapes psychological reinforcements for identifying job satisfaction, in line with active motivation models such as the Herzberg model or the Adams model.

Figure 8 and Figure 9. Criteria and form of motivation; Employee right and obligations.

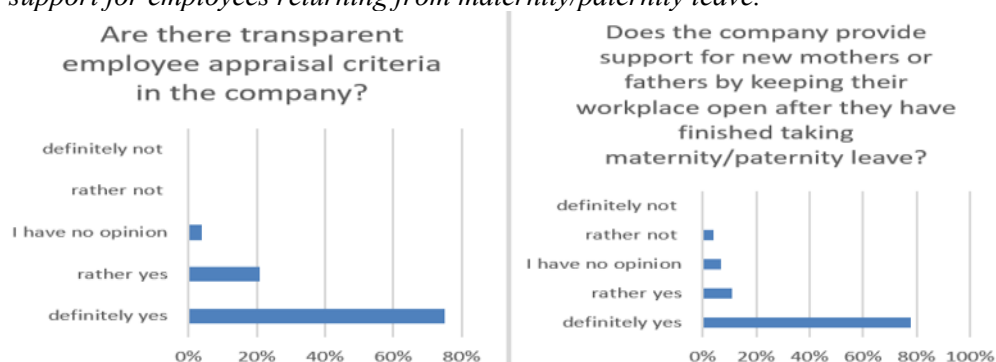


Source: Authors' own study on the basis of research.

In the eight question: are the criteria and forms of motivation clearly communicated to employees, as many as 92% of employers declare the transparency of employee motivation rules adopted as a cardinal principle in their companies.

This correlates directly with question 9: whether employees' rights and obligations are clearly communicated to employees, with as many as 86% of managers declaring a clear policy towards employees in this area. This may be indicative of steadily improving labour relations and the systematic, albeit not yet fully satisfactory, formation of a capital-labour balance which lies at the heart of the work humanisation processes.

Figure 10 and Figure 11. *Transparency of employee appraisal criteria; Workplace support for employees returning from maternity/paternity leave.*



Source: Authors' own study on the basis of research.

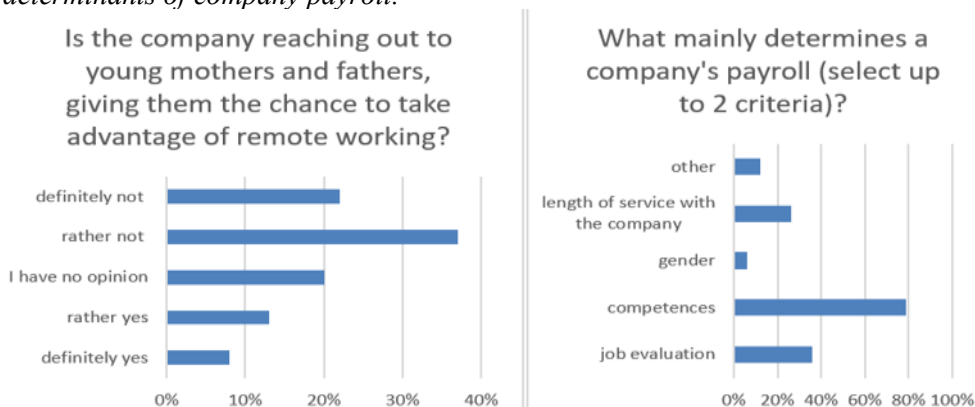
In question 10: are there transparent criteria for employee appraisal, as many as 96% of respondents answered yes. The lack of a "no" answer makes it difficult to interpret this question unambiguously. On the one hand, this would be a thoroughly positive phenomenon from the point of view of work humanisation processes, on the other hand, it raises the question whether we are not dealing with a subconsciously coded correctness of the answer, which dictates not to define the adopted management system as authoritarian and oppressive.

Employee appraisal is extremely important for self-esteem, the reception of personal success and the shaping of future career plans within the company. If these choices are in line with the actual state of affairs, as the fear of losing experienced employees might indicate, this would directly suggest an increase in the subjectivity of employees and a breaking down of autocratic oriented management paradigms among entities in the SME sector.

In question 11 concerning support for young mothers or fathers by keeping their jobs after they have finished their maternity or parental leave, as many as 87% of employers declare such support. This point of view is fully in line with the demands formulated within work humanisation processes. Unfortunately, in question 11: Does

the company support young mothers and fathers by giving them the opportunity to take advantage of remote working? 59% of respondents say no or rather no, but this interpretation does not necessarily have negative connotations. This may also be due to a lack of experience with remote working, which has only recently become widespread in the era of the COVID 19 pandemic, or due to the inability to make use of remote working due to the nature of the work carried out by the company. Frequently, the reluctance to work remotely is also due to the inability of employees to realise personal supervision by their direct supervisors.

Figure 12 and Figure 13. Remote work opportunities for young parents; Key determinants of company payroll.



Source: Authors' own study on the basis of research.

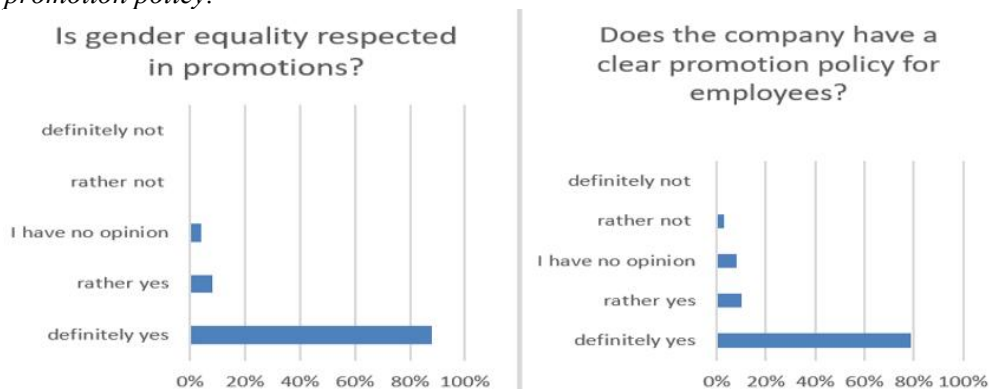
In question 12: does the company cater to young mothers and fathers by giving them the opportunity to make use of remote working as many as 59% of respondents saying no or rather no, an interpretation that does not necessarily have negative connotations.

This may also be due to a lack of experience with remote working, which has only recently become widespread in the era of the COVID 19 pandemic, or due to the inability to make use of remote working due to the nature of the work carried out by the company. Frequently, the reluctance to work remotely is also due to the inability of employees to realise personal supervision by their direct supervisors.

In question 13: what mainly determines pay levels in a company? With an obligatory choice of up to 2 criteria, respondents indicated above all - 79% - competence and the job evaluation - 36%. Seniority in the company was also an important choice with 26%.

This type of indication, with only 6 per cent gender focus, means that the job itself and the associated organisational climate may be perceived by employees as a kind of metrified structure of informal ties, dominated by nepotism and discretionary motivational reinforcements, but as a rational model of care for employees, anchored in the HR policies of the companies surveyed.

Figure 14 and Figure 15. Gender equality in promotions; Clarity of the company's promotion policy.

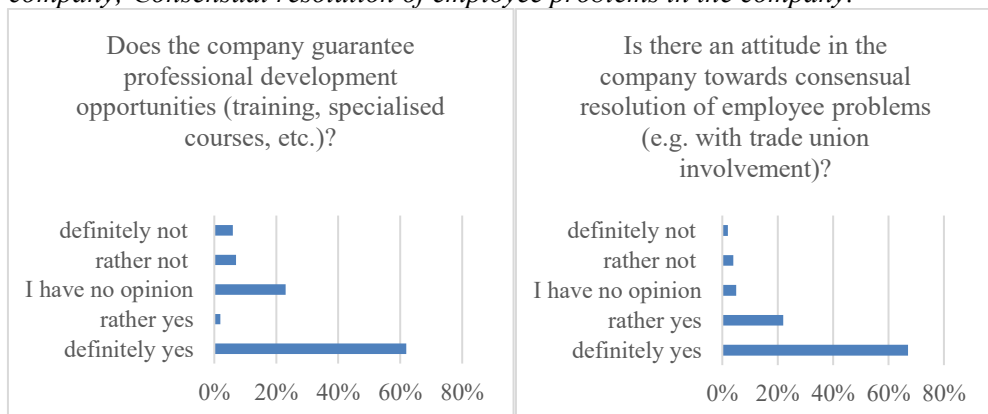


Source: Authors' own study on the basis of research.

In question 14, which asked whether equal pay for equal work was observed, the vast majority of respondents (88% + 8%) answered yes or rather yes. On the one hand, this can be seen as an expression of the almost complete normalisation of labour relations regardless of gender; on the other hand, in certain cases, so-called correctness of thinking may prevail, leading to the choice of the answer that seems most correct to the respondent in terms of social perception.

In question 15: whether the company has a clear promotion policy for employees, 89% of managers answered that they do. Such answers allow for the cautious conclusion that the humanisation of work processes in hierarchical relationships is taking place incrementally, albeit successively. Promotion is an element of building an employee's aspirations, while reducing the risk of frustration and burnout.

Figure 16 and Figure 17. Professional development opportunities provided by the company; Consensual resolution of employee problems in the company.

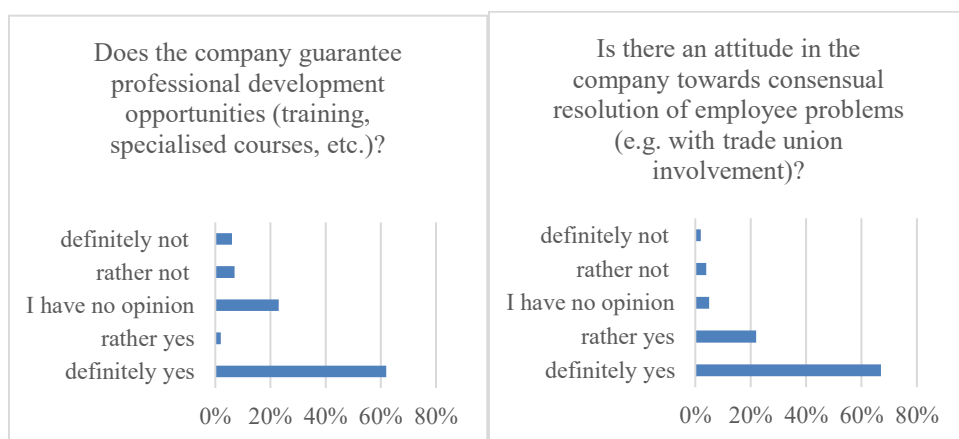


Source: Authors' own study on the basis of research.

In question 16: does the company guarantee the possibility of professional development, 64% of respondents answered positively. Unfortunately, the evangelical ‘multiplication of talents’, which is a concern from the point of view of the value important for work humanisation processes, which is the empowerment and development of the human person, also in the context of the work environment, is not a topic of deep reflection for as many as 46% of managers, which, with increasing competition and a highly turbulent environment, can cause a sense of alienation among employees with regard to the professional skills that are necessary in the market.

In question 17: Is there an attitude in the company towards consensual solutions to employee problems, e.g. with trade union participation, as many as 89% of respondents gave positive indications. Such a state of affairs is desirable in the basic paradigm of work humanisation, i.e. a balance between labour and capital. However, economic practice shows that the low level of unionisation among workers in the SME sector and the use of sometimes illegal practices in the establishment and operation of trade unions distort such a picture of reality. An internal consensus is now easier to develop due to the existing labour market, but it can be concluded that the desired balance of employer-employee relations is still far from being achieved.

Figure 16 and Figure 17. *Professional development opportunities provided by the company; Consensual resolution of employee problems in the company.*



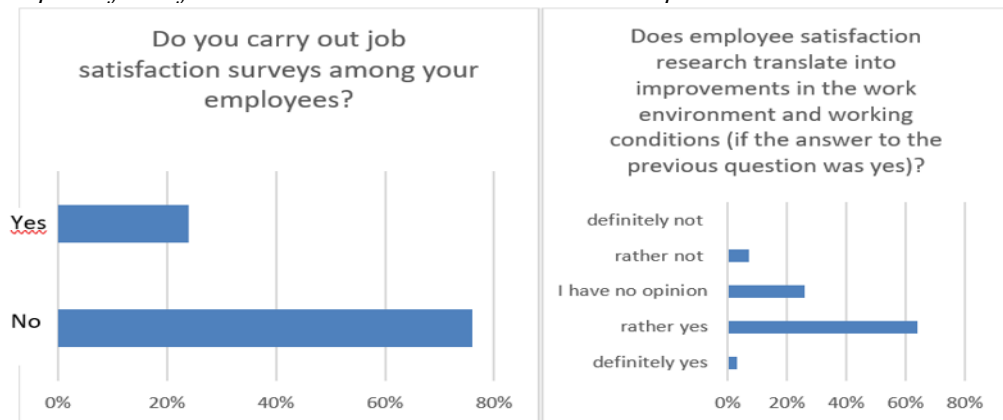
Source: *Authors' own study on the basis of research.*

In question 18: do you implement job satisfaction surveys among your employees, as many as 76% of respondents answered that they do not.

In question 19, complementing the issue of job satisfaction: do employee satisfaction surveys have a bearing on improving the working environment and working conditions, as many as 67% of respondents answered in the affirmative. Only 7%

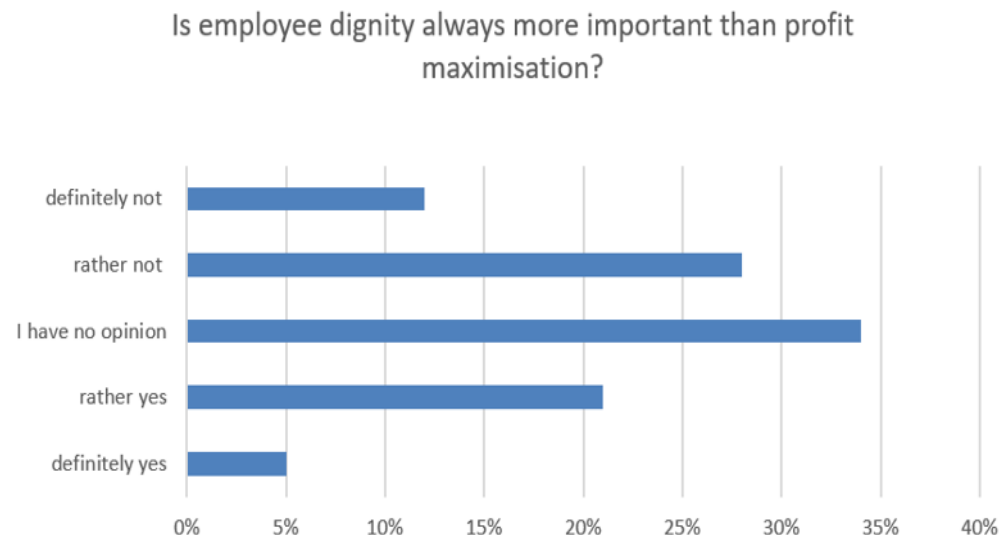
thought that they were unlikely to have a bearing on improving the working environment and conditions. Job satisfaction is not only important for an employee's sense of well-being in the workplace. It also builds comfort in daily life, including family life. A human being is a holistic system of emotions and susceptibility to interactions, so the old view, dating back to Manchester Capitalism, that the human being separates work and, on the other hand, the family home and social reality, is today not only anachronistic, but creates significant existential barriers, among other things by impairing the quality of family life.

Figure 18 and Figure 19. Conducting job satisfaction surveys among employees; Impact of satisfaction research on work environment improvements.



Source: Authors' own study on the basis of research.

Figure 20. Employee dignity vs. profit maximisation.



Source: Authors' own study on the basis of research.

The final question concerned the dignity of the employee and whether it is always more important than profit maximisation. The vast majority of managers surveyed had no opinion here (34%), and only 26% referred positively to this basic designator of the humanisation of work processes. 40% of respondents believe that the dignity of the worker is not more important than profit maximisation.

This may be due both to deep-rooted concerns among entrepreneurs about maintaining labour discipline, fear of social protests within the company or mental anxiety about the efficiency and rationality of company management, manifested in the desire to maximise the long-term profitability of companies, and very much induced in the consciousness of those responsible for running the business.

5. Conclusions

Contemporary work humanisation in management sciences has evolved from reactive measures to a proactive and strategic approach. The humanisation of work is not a cost but an investment. Organizations with a high level of humanistic maturity, which care for employee well-being in its various dimensions, demonstrate higher productivity, lower absenteeism rates, and a stronger employer brand.

A key element of contemporary humanisation strategies should be the protection of employees' mental health against the effects of stress associated with technology, process automation within organizations, and the reduction of anxiety related to job loss resulting not only from technological factors but also from personal circumstances such as parenthood or disability.

Several conclusions can be drawn from the conducted research:

The study reveals the dominance of competence (85%) and experience (77%) as the key recruitment criteria, with marginal significance assigned to gender (8%) and personal connections (11%) - indicating a departure from discriminatory practices characteristic of the post-communist transition period.

The vast majority of companies (87%) report no layoffs or only sporadic ones over the past five years, and 72% are actively building long-term employee loyalty. At the same time, 84% of respondents have no plans to reduce headcount in connection with the implementation of artificial intelligence. These figures point to genuine employment stabilisation in the SME sector, although they do not allow for a definitive conclusion as to whether this stems from deliberate HR policy or from labour market pressures.

In the area of remuneration, 79% of companies tie pay levels to competence, and 88% declare adherence to the principle of equal pay for equal work. Despite these declarations, only 22% of employers allow employees to co-shape the remuneration system, suggesting a strongly hierarchical model of pay management - one that sits in

tension with the transparency employers profess, as confirmed by 92% of respondents regarding the communication of motivation policies and by 86% regarding employee rights and obligations.

Indicators related to employee appraisal and advancement are very high: 96% of companies declare having transparent appraisal criteria, and 89% report a clear promotion policy. The 96% figure for employee appraisal does, however, raise interpretive concerns - a complete absence of negative responses may suggest a social desirability effect. On a positive note, 64% of companies guarantee opportunities for professional development, though this means that nearly one in three organisations does not.

The most striking finding concerns respondents' attitudes toward the question of employee dignity: only 26% consider it a value that takes precedence over profit maximisation, 40% explicitly reject this view, and 34% have no opinion on the matter. Set against the high rates of verbalised transparency and employment stability, this result points to a significant gap between the management practices employers espouse and their fundamental declared values.

The easiest way to avoid damaging the organisational climate and the build-up of conflicts in the workplace is to motivate employees properly. This means allocating appropriate resources to training and continuing education of employees, as well as sensitising management at various organisational levels to the use of fair evaluation systems and adequate incentives.

The complacency of some capital owners accompanied by deep-rooted scepticism about the value of collective strategies for solving employee problems and an unwillingness to delve into the merits of analysing employee feedback, can be an obstacle to the implementation of optimisation processes in people management. This approach also will lead to the exclusion of individuals and even collective alienation of employees, which in turn leads to a lack of job satisfaction and creates pathologies within organisations, such as the development of burnout syndrome, which directly contradicts the need to humanise work processes.

The functional-normative approach to the employee should be replaced by a holistic view of the human person, endowed with personal dignity, who in the work process is not merely an addition to the infrastructure and technostucture, but can creatively carry out increasingly complex tasks and make a creative contribution to the work of all human teams. The verbalised reluctance towards greater employee participation prevents the delegation of decision-making powers down the organisational hierarchy, and consequently it will petrify personnel pathologies in the organisational structures of small and medium-sized enterprises.

It is important, as seen in a cross-sectional look at the responses obtained from entrepreneurs, that managers do not accept the sowing of discord and the

instrumentalisation of employees for an overly voluntaristic policy of hiring and firing. A competency-based approach to hiring and firing, as well as a long-term diagnosis of the organisation's needs, help build internal social capital, which clearly coincides aimed at evolutionarily strengthened processes of humanisation of work.

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