

## From the editor

Like every publishing year, this one ends with the English language issue. For the most part, it consists of a selection of texts published in our *Human Resource Management* bi-monthly over the past year. Overall, the guiding path followed in making choices for the "Articles" section revolves around the province of HRM in organizations operating in a knowledge-based economy. General trends in changes in HRM are mainly indicated by transnational organizations (see Schuler and Tarique, 2006a and 2006b). For this reason, this issue is launched by an article by M. Stor devoted to managerial staff management strategies in international organizations in Poland. It is based on empirical research.

Recruitment and selection are among the key pillars of HRM based on the concept of *high performance work systems* (see Huselid, 1995; Becker and Huselid, 1998). This implies a need to guaranty the greatest possible accuracy in decisions made in this process. Accuracy may be increased by incorporating attention profiles to recruitment and selection criteria. M. Bratnicki's and P. Zabierowski's article calls attention to this matter. The authors stress the necessity of a fit between that profile and organizational requirements. This is prerequisite to creating an attention-based view of the firm, which is a significant aspect of competitive advantage and organizational success.

The successive article, authored by W. Świątek, also fits into the stream of discussion on paths of HRM development. It points to the special role of the manager-facilitator in the development of employees and illustrates this with examples from the practice of HRM.

Questions of recruitment and selection make a return in the "Leaders' Forum." Ways in which this is implemented in a certain company functioning in Poland as well as related problems are presented by two specialists from this organization—S. Rehlich and J. Paweł.

The reader will also find two interesting research communiques in this issue of the bi-monthly. In the first of these, A. Cierniak-Emerych and M. Gableta prove the purposefulness of direct worker (team-based or individual) participation in taking decisions. The proof is based on studies conducted by the authors on manufacturing companies in Lower Silesia in Poland. The second communique calls attention to the large and still growing importance of developing a mental resistance to stress in workers. Stress is be-

coming a factor lowering the efficiency of the worker with ever increasing frequency. K. Kloskowska–Kustoszczyk and K. Lorenc, the authors of the article, conducted interesting research into this question in Poland. After appropriate modifications adapting it to Polish conditions, they applied the MTQ48 method, recommended for organizational measurements by the British Institute of Leadership and Management. Research results demonstrate a strong connection between worker resistance to stress and their position in the company.

In conclusion, this issue ends with an article devoted to methodological questions of research into styles of coping with culture shock in global companies by S. Witkowski and M. Łuzniak. It develops a sensitivity to the need to take into account indications stemming from many sciences, especially sociology, anthropology, and psychology, in research. Such an approach tested positively in studies they carried out on culture shock.

All that remains is to wish you, our dearest reader, interest and inspiration when perusing this issue.

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Scientific Editor for this Issue*

## Literature

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