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## MODEL OF COMPETITIVE MAN AND BEHAVIORAL MAN IN HUMAN RESOURCE MANAGEMENT IN AN ENTERPRISE – AN INTEGRATED CONCEPTUAL VIEW

*Objective:* The aim of this study is to present the integrated author's concept of the Competitive-Behavioral Man.

*Research Design & Methods:* The study is theoretical and conceptual in nature and was based on a study of the literature on the subject.

*Findings:* The study presents the original concept of the Competitive-Behavioral Man.

*Implications/Recommendations:* The concept of the Competitive-Behavioral Man can be used to improve human resource management and to support soft management and soft competitiveness.

*Contribution:* Development of the proprietary concept of a Competitive-Behavioral Man who brings a different perspective on human resource management.

**Key words:** Human Resource Management, Man of Competitiveness, Man of Behavior, Man of Competitive Behavior.

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## МОДЕЛЬ КОНКУРЕНТНОЇ ЛЮДИНИ І ПОВЕДІНКОВОЇ ЛЮДИНИ В УПРАВЛІННІ ЛЮДСЬКИМИ РЕСУРСАМИ НА ПІДПРИЄМСТВІ – ІНТЕГРАЛЬНИЙ КОНЦЕПТУАЛЬНИЙ ОГЛЯД

*Метою дослідження є представлення інтегрованої авторської концепції Конкурентно-Поведінкової Людини. Дослідження є теоретичним і концептуальним за природою і базується на вивченні та аналізі літератури з напрямку, що стосується предмету дослідження. Результатом дослідження є представлення оригінальної концепції Конкурентно-Поведінкової Людини.*

*Імплікації/рекомендації:* концепція Конкурентно-Поведінкової Людини може використовуватися для покращення процесу управління людськими ресурсами та підтримки процесу м'якого управління і м'якої конкуренції.

*Внесок:* розвиток концепції власності Конкурентно-Поведінкової Людини, яка вносить іншу перспективу у процес управління людськими ресурсами.

**Ключові слова:** управління людськими ресурсами, людина конкуренції, людина поведінки, людина конкурентної поведінки.

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## МОДЕЛЬ КОНКУРЕНТНОЙ ЧЕЛОВЕКА И ПОВЕДЕНЧЕСКИХ ЧЕЛОВЕКА В УПРАВЛЕНИИ ЧЕЛОВЕЧЕСКИМИ РЕСУРСАМИ НА ПРЕДПРИЯТИИ – ИНТЕГРАЛЬНЫЙ КОНЦЕПТУАЛЬНЫЙ ОБЗОР

*Цель:* Целью данного исследования является представление интегрированной авторской концепции конкурентно Поведенческой человека.

*Дизайн и методы исследования:* Это исследование является теоретическим и концептуальным по природе, и базировалось на изучении и анализе литературы по направлению, что касается предмета исследования.

*Результаты:* Исследования представляет оригинальную концепцию конкурентно-Поведенческого человека.



*Импlications / рекомендации: Концепция конкурентно Поведенческой Человека может использоваться для улучшения процесса управления человеческими ресурсами и поддержки процесса мягкого управления и мягкой конкуренции.*

*Взнос: Развитие концепции собственности конкурентно-Поведенческого Человека, который вносит другую перспективу в процесс управления человеческими ресурсами.*

**Ключевые слова:** Управление человеческими ресурсами, человек конкуренции, человек поведения, человек конкурентного поведения.

## Introduction

Human resource management meets new challenges in practice and theory of management and quality sciences every day. Just like a human being, the management of human resources is subject to constant changes, continuous processes giving employees flexibility for everyday work. Human resources are not only about treating them from the level of a holistic organization, but also a detailed look that perceives the quality of an employee. In a person, one should perceive the value that he brings to the organization. One of the detailed and qualitative views is the Competitive Man and the Behavioral Man, which can be an integrated form. The aim of this study is to present the Competitive Man and the Behavioral Man in the integrated concept of the Competitive-Behavioral Man. This study is of a theoretical and conceptual nature and was based on a study of the literature on the subject.

### Human resource management – a synthetic approach

People are the most valuable resource of any organization, because they create the image of a given organization, they are creative, entrepreneurial, have the opportunity to learn, improve their potential, are the company's strategic resource and, like any strategic resource, they are a source of opportunities and threats (Pocztowski 2003). People management should aim at taking advantage of these opportunities and reducing threats (Oczkowska 2014, pp. 11-30). Employees with their abilities, knowledge, experience and motivation to work are the strongest differentiators for the company. Having human resources requires proper management, such as soft management. The approach to the problem of using human resources is changing because the environment and organizations change through changes in people (Kiełtyka 2016, pp. 4-11). Human resource management means all activities related to the disposal of human resources by a given organization, undertaken to achieve its goals, which are given strategic importance. The concept of human resource management began to appear in the management literature in the early 1970s and gradually replaced the previously used terms, such as personnel management or human resource management. The change in the terminology used results from a different approach to employees. Human resource management, as opposed to personnel management, consists in perceiving the employees of an organization as a strategic, valuable resource, while personnel management was rather associated with an administrative approach to employees (Golnau 2004, p. 11).

M. Armstrong defines human resource management as a strategic, coherent and comprehensive view of the problems related to the management and development of human resources within the structure of the enterprise, where every aspect of this process is an important element of managing the organization as a whole (Marler and Fisher 2013, pp. 18-36). In fact, human resource management means a certain ideology based on the belief that organizations exist to provide clients with certain values (Svetlik and Stavrou-Costea 2007, pp. 197–206). Human resource management sees people as a valuable source of the company's success and treats them not as variable costs, but rather as fixed assets, hence the position that they should be provided with the best possible leaders and opportunities to fully develop their abilities (Armstrong 1996, p. 9).

The goals of human resource management in terms of M. Armstrong can be defined as follows (Armstrong 1996, pp. 17-18):

- 1) enable management to achieve their goals by involving staff,
- 2) make full use of the possibilities and skills of all employed people,
- 3) stimulate the involvement of employees in the work through strict quality control of their activities, as well as quality control of the entire organization,
- 4) connect and integrate the principle of human resources policy with the company's development plans and strengthen the appropriate culture or, if necessary, ensure the necessary changes,
- 5) to develop a coherent set of principles of personnel and employment policy, which is aimed at optimal staffing and improvement of the quality of work,
- 6) create working conditions that will release the energy and creativity dormant in employees,
- 7) create conditions in which innovation, teamwork and total quality will be able to fully develop,
- 8) to maintain readiness to act flexibly under the so-called "An adaptable organization" and at the same time to strive for excellence.

The human resource management model is characterized by strong relationships between the HR policy and the company's strategy and a comprehensive approach to problems. Strategic human resource management is

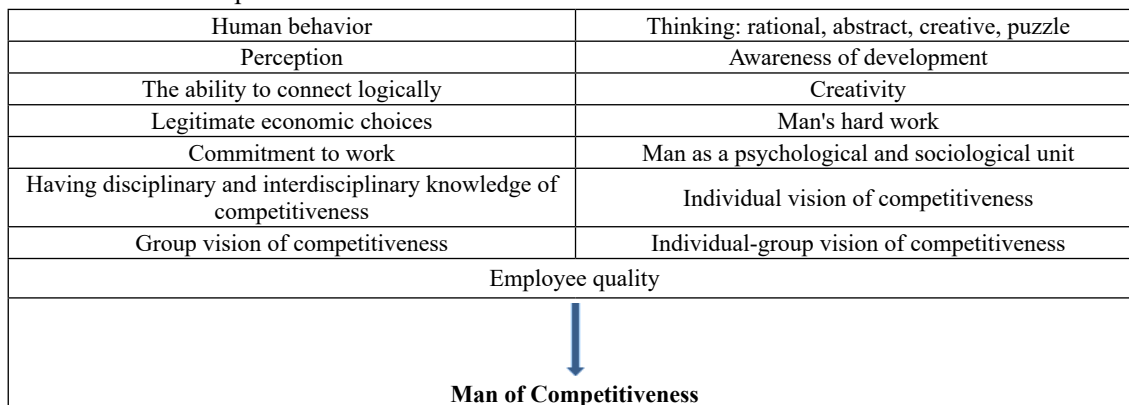


focused on the long-term development of employees and the creation of a culture of innovation in the enterprise (Pocztowski 2012, pp. 265-273).

### Man of Competitiveness – a conceptual view

Man and his role in the organization is indisputable both in the operational and strategic development of a given individual (the existence of a man is the existence of an organization or a man and his perspective). A man and his perspective show the source of successes and failures of the organization. People in an organization should be viewed through the prism of quality, not the number of employees. The quality of employees is the basis for formulating the pillars of the organization's development. The quality of an employee is the totality of his intellectual potential along with the conditions created by the organization in which he works. This quality depends not only on the employee himself, but also on the conditions created for him by a given organization. The accident between the employee himself and the conditions created by the organization determines the quality of the employee (Mohelska and Sokolova 2015, pp. 1011-1016). Human resource management (HRM) is strongly related to the concept of the Man of Competitiveness as HRM is based on the human and the concept of the Man of Competitiveness is also based on the human (Patterns 1991).

The concept of the Man of Competitiveness presents man as an entity rationally making economic choices, engaging in work, being a creative entity, highly appreciating the quality of the work performed. A Man of Competitiveness is a man who can create new solutions, he can creatively look at the future of his own development and the future of the organization in which he works. The Man of Competitiveness can see that every aspect of the organization can determine competitiveness and competitive advantage. Diagram 1 presents the conceptual model of the Man of Competitiveness.



**Scheme 1. Conceptual model of the Man of Competitiveness**

Source: (Leśniewski 2018, p. 132)

Diagram 1 shows the conceptual model of the Man of Competitiveness, which includes various factors (elements) constituting the presented concept. These factors should be viewed in a synergistic and complementary perspective. Such a view creates a full basis for shaping the presented concept. Strengthening or weakening any of the factors has an impact on the Man of Competitiveness. The order of factors in the presented model derives from soft management, which means that the order of these factors does not play such an important role as all the factors that make it up. Therefore, shaping such a model in one organization can start with, for example: Creativity, and in another organization, one can start with, for example: Engagement in work. This model is not concerned with which factor is more or less important, but with which factors may constitute the concept of the Man of Competitiveness. It can be concluded that each factor is important and such a point of view is very desirable in the analysis of this model. Shaping such a concept is not an easy task, but it is a very ambitious task, requiring great intellectual commitment of employees. In this case, there is a nod to the quality of the employee. It should be borne in mind that implementing the Man of Competitiveness model into an organization requires a qualitative approach to the employee. It is known that each organization is different because it has different employees and operates under different conditions, and therefore the factors of the Man of Competitiveness model in different organizations may be more or less developed. Each organization should adopt an individual approach to this model. The order of factors in the presented model in each organization may be different, because there are different people who, even due to the variability of perception or awareness, will see given problems differently.

Organizations that would like to implement the model presented in Diagram 1 in their development must implement a qualitative HR process, not a quantitative HR process. The conceptual model of the Man of



Competitiveness derives from soft management, and therefore in any organization such a model may be more or less extended with the possessed factors. In the analysis of the presented model, it can be concluded that this model can also be called the Qualitative Man of Competitiveness and as such the second name can be used. The Man of Competitiveness (Qualitative Man of Competitiveness) is a different view on the role of man in the development of an organization. How important it is what people the organization has. After all, it is the success or failure of an organization that depends on the people it has (Stoner 1987, pp. 33-39). Therefore, the author of the study is of the opinion that the quality of employees provides a full basis for the development of the organization.

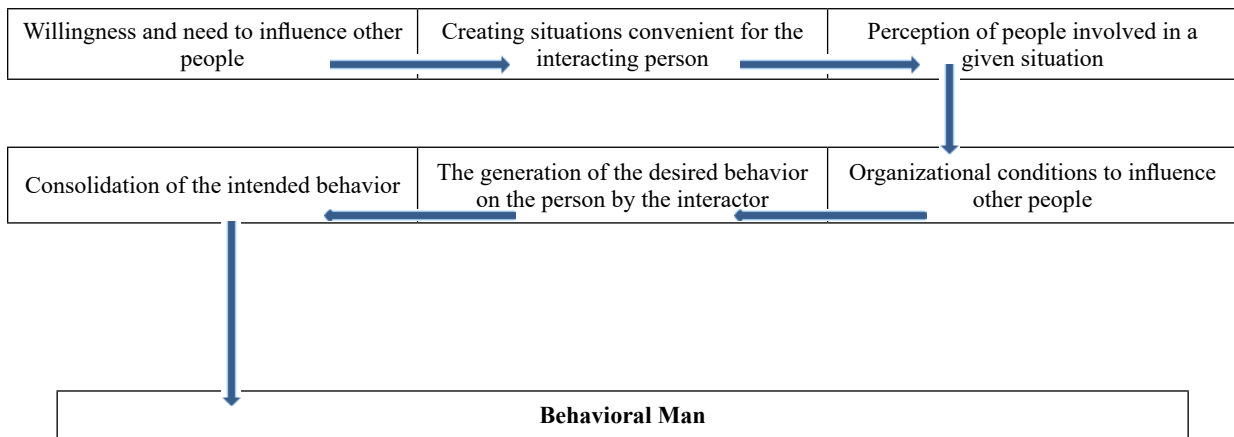
#### **Behavioral Man – a conceptual view**

Man, as a rational and intelligent being, provides all grounds for being the creator of the organization. It is difficult to create a holistic picture that would capture every aspect of a human being, would be a kind of compendium of knowledge about a human being. Therefore, presenting through a given human prism is an easier task that can detail human activity in an organization.

The concept presented by the author of this study is to show Man as a behavioral being and a Behavioral Man (Marek 2011, pp. 78–91). Before the concept of the Behavioral Man is presented, it should be presented in a few sentences what behaviorism is (Solek 2016, pp. 5–20). It is a major in psychology and a method of practicing it. In philosophy, it is a view on the nature of the mind and its relation to the body (Szubka 2004). The creator of behaviorism is J. B. Watson, who in 1913 published the manifest Psychology as the behaviorist sees it (Watson 1990), presenting his concept of psychology. It rejected consciousness analysis and introspection as a subjective and unscientific method, and focuses on behaviors and the factors that determine them, namely "situations." This manifesto is seen as the birth of behaviorism. According to him, the behavior takes the form of a stimulus-response (S-R), ie normal relationships between excitations and body reactions. He rejects the method of introspection, assuming that every behavior is a reaction to stimuli, and development is the result of learning (under the influence of environmental changes) new reactions. J. B. Watson believed that any newborn child can be brought up to be a human with any character traits, regardless of genes (Watson 1990, pp. 5-442). In this way it refers to the philosophy of Aristotle (later disseminated by J. Lock), in which man is born as a tabula rasa (pure blackboard), which is written gradually throughout life and gaining experience. Behaviorism derives from experimental psychology. Its goal is, above all, to describe, predict and explain the behavior of organisms (Marek 2011, pp. 78–91). This manifesto is a kind of pamphlet, a protest against psychophysiology, the concept of consciousness, which considers it "artificial". He defied psychophysical parallelism, rejecting one of the two substances that "build" man, the immaterial (spiritual). He also departed from the institutional method, considering it subjective, and created a program of new psychology, truly scientific, empirical. In his opinion, a psychologist should only use an objective method of research, as naturalists do. Through systematic observation and the introduction of generalizations based on experiments and observations, it is necessary to formulate and verify hypotheses in relation to the laws and principles governing human behavior. The most famous representatives of behaviorism are: I. Pavlov (researcher of reactive conditioning), E. Thorndike (instrumental conditioning), JB Watson (reactive conditioning), C. Hull (creator of the theory integrating reactive conditioning and instrumental conditioning.) and B. Skinner (operative conditioning).

The concept of the Behavioral Man (Leśniewski 2017, pp. 77–91) was born on the basis of behaviorism. Each organization generates different situations and conditions that contribute to specific behaviors of employees. Situations and conditions affecting a person are external stimuli to which a person responds in the form of specific behavior.

Before proceeding to the full presentation of the concept of the Behavioral Human, two basic concepts should be distinguished: Human as a behavioral being and Human Behavioral. A man as a behavioral being is a man who, based on a stimulus and reactions, creates his specific behavior, while a Behavioral Man is a man who creates situations and conditions that contribute to the behavior of other people and draws conclusions for himself from the behavior of other people. It can be concluded that every person is a behavioral being, because everyone behaves in their own way, but not every person is a behavioral person, because not every person is able to create a situation or conditions that will modify the behavior of other people. In the concept of the Behavioral Man, one can see the aspect of a strong influence of one person on another, which may consequently lead to the manipulation of other people's behavior (e.g. a strong personality affects a weaker personality). By implementing the management process, a manager exerts a specific influence on other people with the intention of achieving the goal (Kochanowski, Seifert and Yükl, pp. 363-369). It should be remembered that human resource management is nothing else than the influence of one human being on another, the human influence is strongly emphasized here. Therefore, the Behavioral Man is part of human resource management or organizational culture, etc. Understanding the concept of the Behavioral Man may contribute to more effective and efficient human resource management (Leśniewski 2018, pp. 79-98). Figure 2 shows the concept of the Behavioral Human.



**Scheme 2. Conceptual Model of the Behavioral Human**

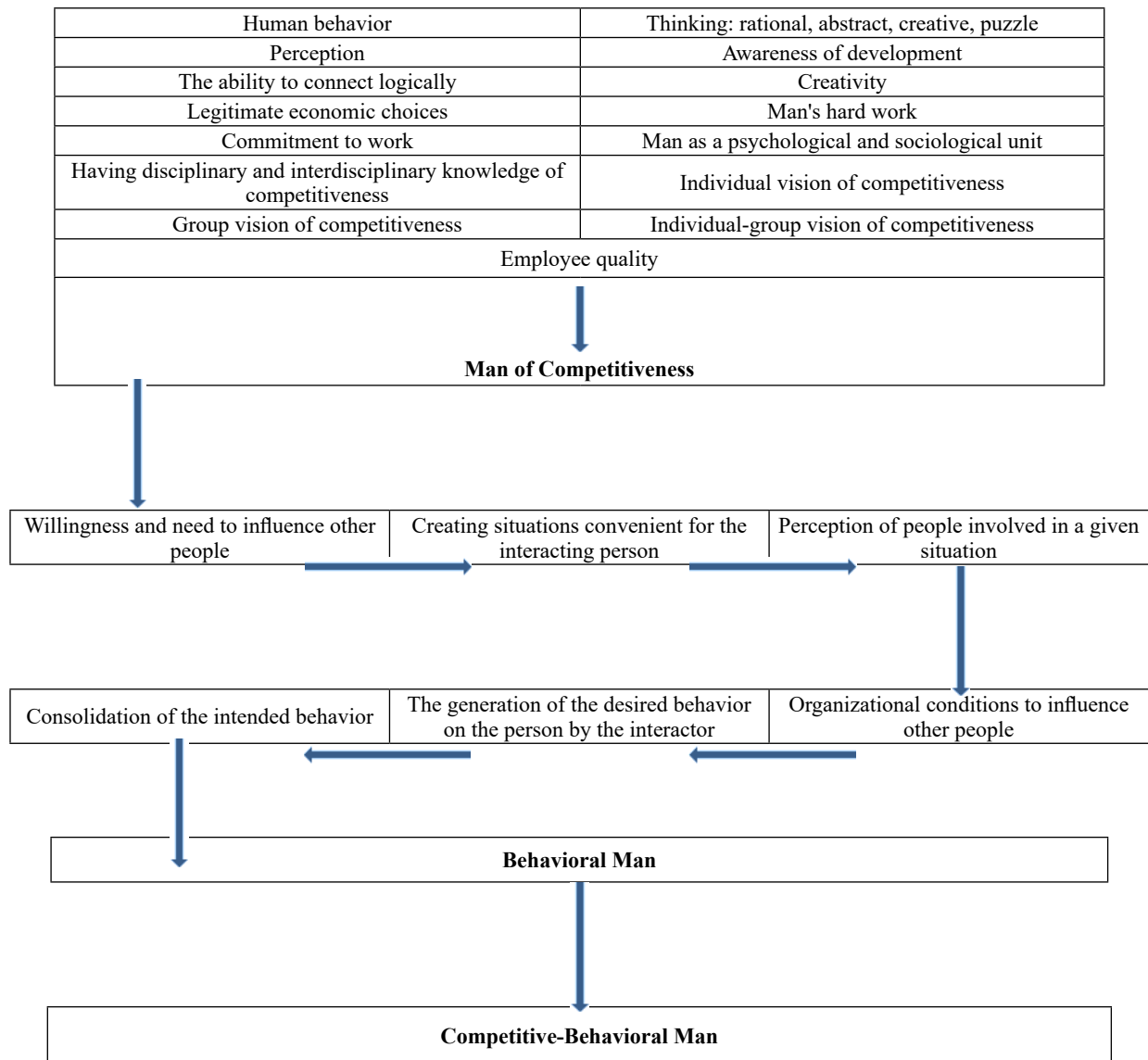
Source: (Leśniewski 2018a, p. 156)

The factors presented in Diagram 2 are at the same time the components and stages that you need to go through in order to be a Behavioral Human. This concept begins with the desire and need to influence other people. The Behavioral Man creates situations that are convenient for him. These situations involve people who the Behavioral Man wants to have, but it must take into account that other people from the so-called outside the circle. The Behavioral Person perceives the behavior of people who are involved in a given situation and these people perceive their situation. For a Behavioral Man to exist, certain organizational conditions must be favorable to him. The next step is to generate the desired behavior on the person by the interactor. The Behavioral Man achieves a behavior that is satisfactory to him. The final stage is to consolidate the intended behavior on people who are the focus of the Behavioral Person. The Behavioral Person concept can be seen as a substantive influence on other people with the intention of achieving the goal in an efficient, effective and efficient manner. This concept can also be seen as a way to manipulate other people. What ever the point of view, this concept fits in with human resource management or the issues of organizational culture, as well as in soft competitiveness or soft management. An in-depth analysis of the concept of the Behavioral Man may be useful in further shaping the concept of Homo Oeconomicus or Homo Faber, etc. The Behavioral Man can be related to the manager, i.e. the Manager, the Behavioral Man, and to the subordinate, i.e. the Subordinate, the Behavioral Man. Both people in the organization are not even mutually exclusive.

### **The concept of an integrated model of the Competitive-Behavioral Man**

Human resource management can be shaped through the prism of the Competitive Man or the Behavioral Man, but also through the integrated prism of the Competitive-Behavioral Man. A person who is able to generate competitiveness factors by influencing another person fully fits into the possibility of shaping a competitive advantage. Figure 3 presents the concept of an integrated model of the Competitive Behavioral Human.

In Scheme 3, the concept of the Competitive-Behavioral Man is based on the assumption that a human (employee) is the starting point for creating competitiveness (competitiveness factors) in an organization, a person can be described as a creator of competitiveness. It depends on what factors of competitiveness he will achieve a competitive advantage on the market. This concept will enable the organization to organize the HR process in such a way that there are employees in a given entity equipped with components of creating competitiveness factors. It is very important in the concept of the Competitive-Behavioral Man to look at the employee through the prism of the quality of work that he is able to offer a given organization. You can quantitatively have many employees, but not many of them will be able to do a specific job. The concept of the Competitive-Behavioral Man is associated not only with the creation of competitive factors, but also with the ability to skillfully influence other people in terms of achieving a coherent goal of a person and the entire organization. Employees should be guided in such a way that the factors of competitiveness are set in motion through the behavioral influence of superiors and subordinates. From the point of view of the management process, it is the manager's responsibility to select employees who can create and maintain the organisation's competitive advantage on the market. The concept of the Competitive-Behavioral Man not only supports the human resource management process, but also fits into soft management and soft competitiveness.



**Scheme 3. Conceptual model of the Competitive-Behavioral Man**

Source: own study based on: (Leśniewski 2018, p. 132, Leśniewski 2018a, p. 156)

### Summary

Shaping competitiveness in the conditions of the market economy is the basic process of development of an organization (enterprise) subject to market laws. The source of competitiveness is man as the basic resource of the organization. The diligence in shaping the competitiveness influences the competitive advantage of a given economic entity. Both competitiveness and competitive advantage should be treated as an organization's development system. Considering man as a source of competitiveness, it can be stated that the concept of a Man of Competitiveness is justified, thanks to which it will be possible to strive for the enterprise to achieve and maintain a competitive advantage on the market. This concept is a look at current and potential employees who will determine the future of the organization in which they work.

In order to be a generator of competitiveness factors (Man of Competitiveness), a human must be equipped with elements that can lead to achieving and maintaining a competitive advantage by the organization. The answer to this is the concept of the Behavioral Man. Behavior directs employees towards the intended goal and therefore shaping competitiveness through the Man of Competitiveness is logically related to the behavior of employees (manager, subordinate) through the Behavioral Person.

The concepts of the Man of Competitiveness and the Behavioral Man create an inseparable bond, thanks to which we can talk about the integrated concept of the Competitive-Behavioral Man, which emphasizes the importance of the human being as a giver of competitiveness in connection with the behavior directing the



organization to a competitive advantage. The concepts presented in this study guide human resource management into the area of soft management, which can be defined as soft human resource management.

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