

Connecting Workers and Business: The Strategy of the New Companies

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Abstract: As is true for the rest of society, companies are immersed in a process of social and organizational transformation that is far from being simple and where the function of internal communication plays a fundamental role. We should not forget that our unhealthy labour market needs flexicurity (a portmanteau of flexibility and security) measures internally and externally. But these have to be understood beyond the scope of facilitating the exit of the labour market through dismissals. The strategy is to involve and connect workers and enterprises as a business objective.

Key words: enterprise; worker; business; connection

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1. Introduction

The first strategic step when creating a new company, beyond its niche business, is attracting human capital (Chiavenato, 2007). In the years following the economic crisis that began in 2008, companies have been forced to formalise their Decalogue of recruiting, hiring and terminating labour relationships in short periods of time. This process makes it very difficult that employers and employees could make a true connection. The average length of the contracts in Spain in 2016, according to the Ministry of Employment and Social Security, is 57.7 days. Therefore, the possible synergies that could arise via the joint commitment between employees and employers suffer setbacks. Just at the time that the companies most need the commitment and the involvement of their workers for their survival and development; they do not attain either, given the meagre time that the workers remain with them. Thus, it is necessary that companies adapt to new times, adopting a strategic approach in which people, that is to say, their employees, their more valuable capital, are truly involved with their employers. Except where absolutely necessary, they should maintain employment and motivate to the worker even in times of job insecurity and unemployment as a strategic priority.

Relevant to its human capital, the company has to design an offer and an exciting project, visible as much inside as outside the organization, to be able to attract and retain the best professionals. We are immersed in a process of social and organizational transformation that is far from simple and where the function of internal communication plays a fundamental role. The current aim is now to adapt to the style that requires a new social environment and to create a bond that connects business and labour.

The Spanish labour juridical framework, widely reformed since the year 2010 and fundamentally in the year 2012, has sought the point of connection between the company and its human capital through research of

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flexicurity measures. Modifying the rule is intended to be an impetus for economic activity, and consequently for the general welfare. This concept was reflected in the preamble to Law 3/2012, of 6 July, calling for urgent measures for labour reform (BOE, 2012) stating that “The economic crisis has highlighted the lack of sustainability of the Spanish labour model”. The reality is that the problems of the labour market in Spain, far from being conjectural, are structural, and affect the very foundations of our socio-occupational model. The Spanish labour market requires a major reform that, in spite of the regulatory changes experienced in recent years, continues to be demanded by all worldwide and European economic institutions that have analysed our situation. International markets contemplate the situation of our labour market with enormous unrest, especially concerning the data of our labour situation that hide true human dramas because of unemployment (SWD, 2016). The labour reforms realised in recent years, although well-meaning and oriented in the right direction, have been unsuccessful reforms. The gravity of the economic situation and the employment described requires the adoption of immediate reform to provide the economic and labour operators a horizon of juridical security and confidence that can be developed with certainty to achieve employment recovery. This Royal Decree intended to create the necessary conditions so that the Spanish economy can re-create employment and generate the necessary security for workers and employers and for markets and investors.

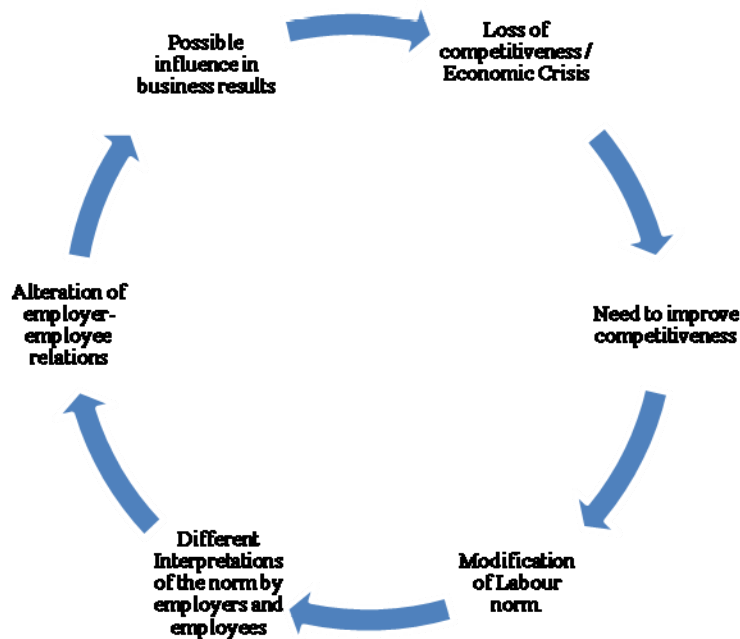


Figure 1 Flow of the Relationship Between the Economic Crisis, the Measures Taken by the Government

The purpose of the Law was to tackle the great evils vitiating our labour market such as the lack of employment and legal certainty in business activities. Although this was the Law’s objective, the reforms were widely criticized by the doctrine and even submitted to appeal before the Constitutional Court. However, finally the reforms were confirmed by STC of 22 January 2015, signalling that greater amplitude had to be given to the discretionary non-arbitrary decisions of the employers.

The Spanish situation is not foreign to the rest of Europe since the application of flexicurity measures has been seen as a way to be able to solve the crisis situation looming over the European Union. To this end, some common principles have been established for all (COM EU 2007). These are:

(1) Flexicurity involves flexible and reliable (from the perspective of both the employer and the employee) contractual disposals; strategies of permanent and global learning; effective active labour market policies and modern social security systems.

(2) It is based in the balance between the rights and the responsibilities of the employer, the workers, job seekers and public authorities.

(3) It should be adaptable to the circumstances, labour markets and specific labour relations of the Member States.

(4) It should reduce the gap between those in the labour market and those outside of it.

(5) Internal flexicurity (within a single company) should be promoted, as well as external flexicurity (from company to company).

(6) It should support gender equality, promoting equality between women and men in access to quality jobs, and offering possibilities to reconcile work and family life, as well as providing equal opportunities to emigrants, young people, disabled people and older workers.

(7) It requires a climate of confidence and dialogue between public authorities and social workers.

(8) Flexicurity policies have budgetary repercussions and its implementation should also contribute to sound budgetary policies that are sustainable from a financial point of view. They should pursue a fair distribution of the costs and benefits; particularly among businesses, individuals and public budgets.

As we can see, within the theoretical base of the flexicurity lies the coordination of employment and social policies to promote hiring through a high flexibility and security/protection in employment. Now here in Spain, the different labour reforms undertaken in our country recently — beginning with the Royal Decree-Law 10/2010, of 16 June, urgent measures for the reform of the work market, have resulted in a greater empowerment of the employer. These entrepreneurial advantages are in the arenas of firing, wage regulation, and workday length, with ample room for internal flexibility, without reducing the duality of the labour market, showing employment rights to be at the mercy of the whims of economic fluctuations. The same steps were followed by Royal Decree Law 3/2012 of 6 July, urgent measures for the reform of the labour market. This reform was drafted with the aim of converting social rights into flexible work rights, based upon some legislative policies with the idea that greater labour flexibility — structural or internal — would lead to creating, or, at least, maintaining jobs. In this manner, they have abandoned other important objectives such as finding quality work and employment stability, which have become considered as less important goals in these times. Demands for greater flexibility has led to making workers feel less motivated and therefore not connected with the company. The situation has led to the fact that labour laws have been seen as reduced to a large extent to an instrument of the employment policies. This has deeply fractured the protective dimension of labour legislation and its own internal coherence. Likewise, it has exerted enormous pressure on the collective system of labour relations and on the instruments of social protection characteristic of the Social State.

It is therefore necessary in these moments of crisis to generate a commitment between both employer and workers, allowing the development of a business project in our globalized society. Nowadays more and more voices are heard that maintain that in order to achieve these changes it is necessary to start out from the concepts of social economy. Thus, we are now finding different ways to get the company and the worker connected such as through the use of gamification. Gamification consists in motivating employees of the company via more entertaining activities in the workplace, such as stimulus, reward, or other forms related with the use of the new technologies.

Thus, in the creation of a new company, the most important factor to achieve the goal of success will be to involve its human capital. The success of such a company will depend on the commitment of the workers to the company and, related to this, on their motivation. Quality and the importance of company-worker interrelations have been forgotten because of the economic crisis. Without these factors, it will not be possible to solve the current problems of the Spanish economic-labour market.

2. Hypothesis

The hypothesis posed in this work is to determine whether the latest reforms posed by the Spanish government have achieved a reduction in the loss of jobs and a modernization of markets through flexicurity measures as a means of connecting business and human capital as a business strategy for companies. Or whether, on the contrary, the disconnection of the workers from their companies is increasing all the time.

3. Concept of Human Capital

The concept of human capital was promoted by Theodore W. Schultz and Gary S. Becker around the middle of the twentieth century. For Schultz (1961) human capital is an investment that pays off when people receive more income in the future and Becker (1964) defined it as the set of productive capacities that an individual acquires by accumulating general and specific knowledge. Today it has achieved great importance as a measure to apply to organizations to promote development by integrating the people into the business, looking for an increase in production through improved capacities of the workers.

Within the concept of human capital, the worker is considered by the labour legal system as one more resource of the company. This is none other than that which fulfils all the requirements established in Article 1.1 of the Statute of the Workers (BOE, 2015): those who “voluntarily present their paid services within the scope of organization and direction of another person, physical or legal, designated entrepreneur or employer”. This means that the workers turn out to be the most relevant social extract of the Spanish population. The 18.22 million workers that exist today in our country (EPA, 2016) constitute the economic support, based on intergenerational solidarity, of the 8,568,629 pensioners in Spain through their Social Security contributions and individual income tax payments (Martinez, Arufe, Carril, 2004). According to Gary Becker (1964), the greatest treasure of businesses was the human capital that the companies possess. This is the knowledge and the skills that form part of the people, along with their health and the quality of their work habits. In addition, he defines human capital as important for productivity of modern economies since this productivity is based in the creation, diffusion, and utilization of knowledge.

According to Ordoñez de Pablos (Ordoñez, 2004), human capital represents the accumulation of individual knowledge of all human resources of the company, that is to say “know how”, capacities, skills and experience of the people in the organization. All this has determined that one of the characteristics of the new economy surrounding human capital is the interest in knowledge as an intangible asset of the company (Bilbao, Escudero, 2005).

So we find ourselves following the theories of C. Means and D. Schneider that the economy has experienced a deep transformation from a company based on tangible assets, physical and circulating capital, to a company based on intangible assets, human capital and brand equity. Traditional companies have become undercapitalized companies with modest physical capital, owners of a brand and focused on customer management, alliance

management and outsourcing management (Galan, 2006).

Human capital aims to collect knowledge, aptitudes, motivation, training etc. of the company workers as well as the system of remuneration and company recruiting policies that make it possible to have adequate foundations for the future (López, 2006).

Table 1 Scheme of the Tangible Assets of Workers that Positively Affect the Company

	Human capital
Tangibles	Indicators
Payroll Systems	Pay
Recruiting Systems	Temporality
Social Climate	Social Assistance
Job Training	Labour Dysfunction
Motivation	Satisfaction, motivation, productivity
Organizational flexibility	External rotation (abandonment) OInternal Rotation (promotion)

Source: According to López

All organized human activity, as is the case for a business, raises two requirements, fundamental and opposed at the same time: The division of labour in different tasks that must be performed by workers and coordination of the same by the employer. In both cases we are talking about human capital (Mintzberg, 1979).

In the end, human capital is the people linked to the company by a relationship of employment, generally of a working character, where they develop and refine their capacities and which, depending on motivation and other variants, will have more or less connection to it.

4. The Value of Human Resources in New Enterprises

Based on a historical analysis, theories of business organisation and human resources were born in the 20th century under three important tendencies. The first is the school of scientific work management. This put the emphasis on control functions, work organisation and the formal structure of the organisation. Its first demonstration was with the publication of the book *Principles of Scientific Management* by Frederick Winslow Taylor in 1907 and in Europe with Henri Fayol and the German Max Weber. Second, the School of human relations, that gives preference to the individual and to the personal and informal interrelationships of these with management (motivation, communication, leadership...). It was born roughly around 1960 with the publication of *The Human Side of Enterprise* by Douglas Macgregor and names like Abraham Maslow and Frederick Herzberg. The third is the Systems School which centres its attention on both formal and informal relationships between individuals, between the individual and his subgroup, the subgroups between themselves, between subgroups and the organization and also between the organization and its social economic environment. Mitchell Terence R. in 1978 (Puchol, 2007). From this moment the organization of the companies and their human resources start to receive an important significance.

In this way, the value of human resources must be developed through the promotion of the talent of the workers to attain the maximum development of their capacities. Today we find that this continues to be something that needs to be attained as is indicated in the report *Human Capital Report* of the World Economic Forum which has realised a study in 124 countries evaluating the human capital. The report uses an approach with a focus on life, evaluating the levels of education, qualifications and employment available to people in five different age

groups from under 15 to over 65, with the aim of evaluating the outcome of past and present investments in human capital and analyse what will be the talent base in a country in the future. The three first countries in this ranking are Finland, Norway, and Switzerland with 86% of a maximum of 100, Italy finds itself in 35th place, Greece in 40th and Spain in 41st. The results have been driven by past investments but the relatively low scores obtained are related to the quality of education measures, the opportunities for lifelong learning, activity rates and unemployment. These hinder Spain's rise in the ranking, and we can see how Spain has a long way to go to reach European business human resources levels so that Spanish companies can compete. So workers of companies have evolved from being a purely economic value to being a dynamic value through their capacity to interact with the employer (Abancens, 1995).

At present the most important value of a company is its human resources since its operation depends on them and its profitability of performance and of the social climate that exists in the company. To achieve the right value of human capital in new companies, they have to achieve the maximum performance in each workplace by ensuring that the workers obtain their maximum development. That is to say each job has to be occupied by the worker who is the most valuable, who knows the most and that most wants to work. It is the company that needs to provide the Capability Influence.

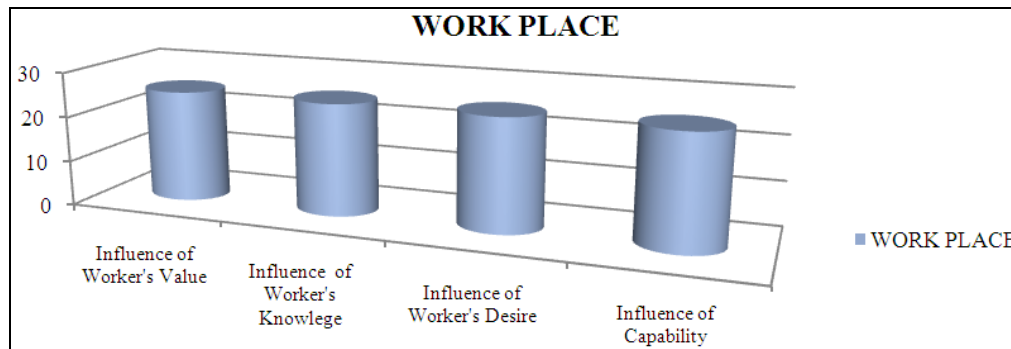


Figure 2 Main Values that Affect the Job

The influence of these four values in the workplace is determined because not all the people are qualified to perform a particular task, so the selection of personnel is an important factor. In this point we find that at present the selection of female personnel is an important obstacle to reaching equality at work. Companies do not get involved with women.

The Influence of Knowledge is related to schooling and training and the future of the company lies on it.

The Influence of Desire to is related to the social climate in the company. A good social climate is demonstrated by a workgroup that gets the worker involved in the problems of the companies as a member of the workgroup and to which the employer must respond with dialogue and negotiation.

The Influence of Capability in the workplace is related to the resources offered by the employer and also with such matters as work accidents and work-related illnesses.

Productivity and the quality of the working life are not incompatible objectives between themselves. The question is designing an organizational system that maintains high levels of productivity while meeting the expectations of the workers regarding the quality of their life at work (Lupton, 1975). Many recent studies suggest that what they have in common is a high appreciation of and a continuous attention to human resources. These subjects of productivity and quality of life in the workplace must be considered very important and highly

interdependent (Fremont & Rosenzweig, 1995).

Table 2 Activity Rates by Sex and Age Groups in 2005, 2013, & 2016

	Men			Women		
	2016	2013	2005	2016	2013	2005
16 to 19 years	15.19	18.47	34.08	11.42	14.67	23.35
20 to 24 years	58.48	61.88	72.11	53.03	56.83	61.74
25 to 29 years	87.00	89.26	89.88	82.86	84.05	79.62
30 to 34 years	94.29	94.19	94.46	85.64	86.27	74.89
35 to 39 years	95.00	95.1	94.77	87.55	84.66	70.14
40 to 44 years	94.51	93.63	93.72	84.96	81.86	68.49
45 to 49 years	92.51	92.17	91.9	81.08	78.74	63.25
50 to 54 years	89.70	89	88.32	74.31	71.59	52.19
55 to 59 years	80.33	79.81	75.44	62.35	57.67	37.74
60 to 64 years	50.14	45.14	48.78	38.36	30.92	20.38
65 to 69 years	6.43	6.12	6.93	4.93	4.1	2.82
70 years & up	0.87	0.78	1.62	0.42	0.43	0.53
Total	65.21	66.19	68.78	53.91	53.29	46.41

Source: INEN 2016

Table 3 Unemployment Rates by Level of Training Reached and by Sex in the Second Quarter of the Year 2016, Men Women

	Men	Women
Illiterates	38.14	47.83
Incomplete primary studies	36.68	40.7
Primary education	32.67	35.03
First stage of secondary and similar education	23.55	31.43
Second stage of secondary education, with general orientation	16.81	21.78
Second stage of secondary education with professional orientation	17.65	24.56
Higher education	9.94	13.09

Source: INEN 2016

5. Result of Flexicurity Measures in Worker/Business Cohesion

In the itinerary of flexicurity two major types or forms of flexibility should be considered: external and internal (Valdés & Lahera, 2010; Wilthagen & Tross, 2004). External flexibility alludes to the capacity of the company to realise contracting and dismissals, as well as to organise its production process by investigating the services of other companies, generally, temporary work companies. Also decentralisation of the production process can be found by recurring to contracts and subcontracts or, in some cases, to self-employed workers. Internal flexibility refers to the ability to modify employment conditions and the organisation of the work within the company itself. We are talking about functional mobility, professional framework, geographic mobility, the system of modification of different work conditions or the systems of work and performance (Ojeda & Gutiérrez, 2014).

Regarding the notion of security, we must differentiate four major modalities (Valdés, Lahera & Madsen, 2008; Jasper & Landa, 2009).

(1) Security in the workplace (job security), refers to the certainty of permanence in a concrete employment with a concrete employer.

(2) Security in employment or employability (employment security), the certainty of being active in the labour market, albeit with a different employer or in different jobs.

(3) The security of minimum income (income security), equivalent to income protection in case of termination of the work for any reason: Dismissal, disability, retirement or any other cause related to work.

(4) The combination security, or security derived from opportunities offered to workers to reconcile gainful employment with family responsibilities (care of children or dependents) or personal matters (e.g., attending training periods).

The theoretical basis of flexicurity includes coordination of workplace and social policies to promote employment through a high flexibility and security/protection in employment (Keller & Seifert, 2004). Recently here in Spain, there has been a greater empowerment of the employer with regards to dismissals, wage regulation, and work hours. These policies also display a wide margin for internal business flexibility without reducing the duality of the labour market and demonstrate a right to employment in function of economic fluctuations. The same steps were followed by Royal Decree Law 3/2012 of 6 July, which provided urgent measures for the reform of the labour market. This reform was drafted with the aim of converting social rights into flexible work rights, based upon some legislative policies with the idea that greater labour flexibility — structural or internal — would lead to creating (or, at least, maintaining) jobs. In this manner, they have abandoned other important objectives such as the search for quality work and employment stability. These abandoned aims have become considered as less important goals for which the workers should not fight since, at the present time, the demand for greater flexibility has led to the bending of the workforce's needs to business situations and requirements.

The result of flexicurity politics, after the reform of concrete sections of our labour legislation, has demonstrated an inability to create employment and has not even been effective in the containment of the same. Security has been lost in labour relations and also in the work market, proving itself precarious to a larger set of workers. The reforms have resulted in an emphasis upon the unilateral power of the employer, strengthening its organizational and managerial power and increasing its profitability. These entrepreneurial gains have been allowed to rise above other juridical benefits protected and traditionally empowered such as family reconciliation, true equality, and protection of the dignity of workers or the principle of stability in employment. As a result, juridical engineering, referring to flexicurity principles, has created contractual frames such as indefinite hiring contracts that allow easy dismissals by creating a trial period of one year (Art. 4.3. *This concept is manifested in the proclamation of 16 July, 2014 that "... declares as constitutional Article 4.3 of Law 3/2012 that establishes one year as the length of undefined trial period of an employment contract in support of entrepreneurs, expanding by six months the maximum duration legally established generally. According to the TC [Constitutional Court of Spain], this trial period fulfils two purposes, both legitimate. On the one hand, both parties have the opportunity to "try each other out", which is the classical purpose of this concept. But also it helps the entrepreneur to assess the economic sustainability of the job over a sufficiently long period to serve as a means of promoting employment, reducing the inherent "risk" to hiring ... (Particular opinion formulated by Magistrate Don Fernando Valdés Dal-Ré in the judgement in the appeal of unconstitutionality no. 5603-2012, to which Magistrate Mrs. Adela Asua Batarrita and Magistrate Don Luis Ignacio Ortega Álvarez adhered). Also discussed were: working conditions that*

allow a combination of wages and unemployment benefits, what leads to insecurity of the same; the contract of training and learning that is precarious to youngsters between 16 and 30 years old (Art. 2 and 3) by providing them work stability; the part-time contracts that have feminine characteristics (Art. 5); not forgetting the limitations to the collective negotiation (Art. 14.1); that which is indicated in the particular opinion of STCC number 119/2104 of 16 July: "... is totally unacceptable in a constitutional context, briefly summarised, ... is that the choice for each individual company of those measures of competitiveness and feasibility that can report specific economic advantages can result in legitimate restriction on the exercise of constitutional rights being elevated to the intended protection of the freedom of enterprise rights and the defence of the productivity by public powers that Article 38 CE sanctions; especially when those affect a right which is also that of the owner, as it stated in Article 37.1 CE itself, the employer..."; and "the immediate consequence of this legislative change has been to deprive trade unions and more representative business associations, at national or autonomic levels, of the freedom to agree, in a manner consistent with their mutual interests, upon the regulatory rules, both of a negotiating structure and of solutions to conflicts of concurrence between collective agreements that they have to rule on in a determinate sector or in a specific territorial area of inter-professional scope". Therefore the recent reforms have resulted in a regression of the social rights of workers, although this has not been recognized by national courts. This presupposes, according to the principles of law and internationally recognized rights, a presumption of invalidity and non-regression of labour rights. Concerning the impact of regressivity in the framework of the policies of the European Union, it must be borne in mind also that the "fundamentalist" defence of economic freedoms has been a means of avoiding social rights, which is something that can be checked even by studying the jurisprudence of the Court of Justice of the European Union (Lane, 2012).

So it will be necessary to apply the principle of progressivity of economic, social and cultural rights that is contemplated in the International Covenant on Economic Social and Cultural Rights (ICESCR) (Adopted on September 19, 1966). It states that: "... each of the States party to the present Covenant undertakes to take steps, both individually and through international assistance and cooperation, especially economic and technical, to the maximum extent of available resources to achieve progressively, by all appropriate means, including particularly the adoption of legislative measures, the full realization of the rights herein recognized" (Art. 2.1).

The principle of progressiveness on Economic, Social, and Cultural Rights has two sides: the first is for gradual advance of the rights described here and the second is for the prohibition of the return of rights, also called the principle of non-regressivity. The progressiveness can be understood as a characteristic of fundamental human rights, perfectly applicable to employment (See in this regard Mohammed Bedjaou "For a World Charter of Human Labour and Social Justice, BIT, 75° anniversary, Geneva, 1994, p. 28, which sustains in this regard that "International public policy has a vocation of progressive development in the direction of greater extension and protection of social rights."). On the other hand, united with the principle of progressiveness is that of irreversibility, that is, the impossibility that the already agreed upon protection be reduced, which is recognised for all human rights in the ICESCR (Article 4), as well as the recognition by Member States of "the right of every person to a standard of living adequate for himself and his family including food, clothing and housing and to a continuous improvement of living conditions. Participating States will take appropriate measures to ensure the realisation of this right, recognising to this effect the essential importance of international cooperation founded in free consent" (Art. 11.1).

This principle would become also a consequence of the criterion of conservation or non-derogation of the most favourable regimen for the worker, which can be regarded in a principle or a general rule in the field of the

labour rights, since it has been enshrined in the Constitution of the International Labour Organisation (ILO) (Adopted on 28 June 1919), and is accepted universally (Article 19 paragraph 8). In the same way this principle was included in the Global Jobs Pact (Adopted by the International Labour Conference in Geneva, June 19, 2009), which before the crisis adopted its measures “under the Decent Work agenda”. Here it is recalled that respect for fundamental principles and rights in the workplace, advancement of gender equality (Cap. III) and promotion of the expression of participation and social dialogue are also critical to recovery and development.

Similarly, the Spanish Constitution recognizes the right to progressivity stating that “The public authorities shall promote favourable conditions for social and economic progress and a more equitable distribution of regional and personal income within the framework of a policy of economic stability. Especially, they will realise a policy oriented to full employment. And likewise, public authorities shall promote a policy guaranteeing professional training and retraining; They will ensure health and safety at work and ensure the necessary rest by limiting the working day, paid periodic vacations and promoting suitable centres” (Art. 40). And also it regulates that “public authorities shall maintain a public Social Security for all citizens guaranteeing adequate social assistance and benefits in situations of need, especially in case of unemployment. Supplementary assistance and benefits shall be free.” (Art. 41). From all this we deduce that as the principle of progressivity is established, no change can be made under the employment contract that involves a decrease or loss of a right, and where appropriate, changes or amendments are only admissible if they are more beneficial to the worker (Martinez and Arufe, 2012). Moreover, the State should promote improvements or reforms that contribute to respecting the rights set forth by the legal system, in terms of quality and extension, and should add the means or mechanisms so that gradually rights are not only applied but also new elements for the benefit of the worker are incorporated.

The only way, as the Global Jobs Pact states, to ensure the implementation of fundamental rights of workers would be the strengthening of international labour standards as a means to avoid what has been happening in the decline of working conditions and workers’ rights. To attain this aim, the Pact states that “respect for fundamental principles and rights at work is fundamental to human dignity ...” (Art. 14) (Rodriguez, 2014).

Ultimately, to achieve a good connection between the company and the workers as a means of achieving a negotiating strategy, it will be necessary to restore the fundamental rights of workers lost for the sake of the flexicurity of workers and labour markets that have caused a loss of confidence between the two parties.

6. Conclusions

(1) The current economic crisis has forced companies to change many of their strategies, giving way in this evolution to a development towards productivity and away from quality of the working life of their human capital. This evolution towards measures of internal flexibility within organizations has caused significant damage along the way.

(2) The patent disconnection between the company and workers has been motivated primarily by the unemployment situation, but resulting in a cessation of employment instead.

(3) The different labour reforms that have taken place in our country have left vacuous most of the economic and organizational theories that develop systems of knowledge and quality of work life and productivity.

(4) The short time that the worker spends within the business organization makes it impossible to reach a connection between the two that would produce optimum performance of human resources.

(5) In the interest of labour market flexibility measures introduced in flexicurity labour laws have determined

the termination or disappearance of that which our Constitution recognizes as fundamental labour rights or basic working rights recognized by law. An important feature of this is youth unemployment, which in our country has reached alarming levels that have led to our young people to migrate or seek temporary jobs.

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