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## **HUMAN RESOURCES PRACTICES IN AN INNOVATIVE MODEL: IRIZAR CASE**

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**DEGREE IN BUSINESS ADMINISTRATION  
AE 1049- DEGREE FINAL PROJECT**

**ACADEMIC YEAR: 2018-2019**



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## **1. SUMMARY**

In this case study it is shown how a company that follows an innovative model is capable of becoming a leader in the market. An organization without schedules, which follows a flat structure, which works by teams and even has no monetary rewards, capable of developing a kind of dynamic organization where its main objective is people.

Irizar is known for the manufacture of luxury buses and coaches, thanks to the comfort and quality shown by its products, it has been awarded several prizes and has achieved the first place in the transport sector.

In this work we will show how the new Human Resources practices are beneficial for companies. As a company that is dedicated to the manufacture of buses, has been able to establish a totally new and different model in the sector, achieving with that the personal satisfaction of all the individuals of an organization and the success of it.

## **2. INTRODUCTION**

Many people will have realized in one way or another, that the authoritarian models that have accompanied us for centuries in the business world, no longer work. Tired of the mechanistic method followed by many companies, where the employee is another element of the organization, who only cares to charge a sum at the end of the month, regardless of how he feels during his working hours.

In his narrative about reinventing organizations, Laloux (2014) tells us that even people who have chosen their profession for a deep vocation end up throwing in the towel in frustration.

Companies have traditionally followed an authoritarian model, where the most important thing was to increase the performance of employees through remuneration to get the maximum benefit.

But in recent years this has changed, today the most important factor in the organization is the person, companies manage their employees so that they feel good with their work to get the most out of it. This encourages employees to self-manage their interests with those of the company, so that they follow the mission and business vision as if it were theirs. These new practices of Human Resources generate an intrinsic motivation to the employee which helps improve their performance optimally and also to improve their lifestyle, since they help to reconcile their work with their personal life (Ryan and Deci, 2000).

A study on the direction of Human Resources (González, 1999) indicates that the role of the staff has emerged, developed and evolved over the last hundred years to become one of the most dynamic and important areas of the organization.

But, why the new models of companies seek to develop human management to the maximum? It is clear that companies follow the changes in society and, currently, we are giving way to a new generation of entrepreneurs who follow aspects of the Teal models, models that seek human development as the center of the organization. These models encourage teamwork, project management, the elimination of hierarchies and even go beyond transformational leadership. As Laloux comments in his book, "this business model is the one that best adapts to the current social and economic context" (Laloux, 2014).

Many organizations seek to innovate so as not to get stuck in older business models, and look for these innovations through new Human Resources practices, since numerous studies (Pons and Ramos, 2012) affirm that these new practices can be linked to the achievement of the organizational objectives and their capacity to innovate.

In this paper we will study how companies, which follow innovative models, manage human talent and how it affects the organization. To do this, we will observe a Spanish company that has evolved based on new organizational models and new practices of Human Resources, such as Irizar.

Irizar, is a Basque transport company, specifically buses and coaches that is positioned at the top in terms of companies in the sector in Spain. This company has developed an admirable organization model focusing on people, apart from its great innovations in R & D and its buses, Irizar is characterized by its innovation in Human Resources and its business projects based on people. It was founded in 1889 by José Francisco Irizar Katarain, it was not until 1963 that it became a cooperative.

This study will explain the different practices used by Saratxaga, leader of the company for many years, to convert a traditional company, whose decisions were taken from the top down, in a totally innovative company and leader in the market.

The main objective of this study will be to capture the importance of Human Resources management in the new business models, with the aim of observing how these practices are able to improve the performance of companies and above all the satisfaction of people within the company. They based on transformational leadership, the management of human talent, teamwork, project work, among others. In addition, we will try to reflect on why humans live in a more rational society, where the main thing is what one can have or achieve, regardless of our feelings. It will try to show how companies can reach the highest level by making their employees feel satisfied and motivated with their work, achieving the best balance between their work and personal life.

Regarding the methodology of analysis, in this work we will follow an analysis of literature review and personal interviews to process and elaborate the different characteristics on the HR practices that the selected company follows since it seems that this organization follows a model own of an innovative company that adapts to the new social and economic changes that this society follows. To do this, they will analyze various sources of information, such as books, articles and even other works related to

human management and new organizational models. You will also try to contact the company case study, if this would not be possible, it is considered that there is a large amount of information that can help us to develop the study without the need for an interview.

To finish the introduction, we will explain the structure of this work. This study is divided into five parts, first we find the theoretical framework, which explains the evolution of the different business models. Next, a brief description is made of the company that will be studied, where it is explained how it has been improving over the years thanks to the innovative practices it has carried out. Third, the methodology has been explained more extensively, as the study has been carried out and the difficulties that have been encountered throughout its preparation. Following the methodology, the different practices of Human Resources have been explained and how the company has put them into practice following an innovative model. Finally, there is the bibliography where you can see the material used to make this work. In addition, we also find a short summary of the work, the introduction and finally, the conclusions that have been reached thanks to the study.

### **3. THEORETICAL FRAMEWORK**

The following will explain how business models have evolved over the years. For this, it will show how innovation and organizational learning are essential for business adaptation in the new times, both economic, organizational and social. This section will conclude with the presentation of the different models and their advances, until arriving at the model that is currently emerging.

There are two statements that hardly anyone would want to discuss today in companies that use innovative models, the first, that intangible assets are the fundamental value of the company, and the second, that within those assets, the most valuable is the employee (Domingo and Delgado, 2000).

This means that, nowadays, business models are emerging towards an organizational model that is closer to the management of human talent, looking for an altruistic model where the worker feels more like a human being than a machine.



As previously mentioned, companies are forced to innovate, learn and evolve to adapt to new models of society. Both innovation and organizational learning are two key elements to begin to evolve in this society, where companies with new organizational models are emerging very quickly.

### **3.1. Organizational Innovation**

Innovation is the generation of a new idea and its implementation in a new product, process, new marketing method, or organizational method or practice (Urabe, 1988, OECD Oslo Manual, 2005).

As long as the idea is new for the people who are involved, it will be understood as innovation. Innovation is related to two essential concepts (Robinson, 2011), imagination and creativity, since innovation is based on putting into practice new ideas from the imagination and creativity of the individual.

We find several types of innovation accepted by the OECD: by product, process, marketing and organizational innovation.

In this study we are going to focus on organizational innovation since it is based on the innovation of an organization through knowledge management. It is necessary to know that organizational innovation is based entirely on sharing knowledge and achieving the learning of the individuals that make up the company, to create a culture of continuous change and take productive leadership in the industry where the company is located (Aguilera, 2011).

Although innovation in organizations becomes quite complex, when approached from the organizational perspective since it occurs at various levels of the organization, as well as outside it, where the main factor for its existence is the need for adaptability of the organization. Organizational system to respond to changes in the environment (Evan and Black, 1967).

We will define this innovation as the implementation of a new organizational method in the business of the company, practices, organization of the workplace or external relations (Van de Ven 1986).

According to Robinson (2011), there are different principles to encourage innovation within the organization. Affirms that everyone has creative potential, that is why it is important to encourage imagination and creativity throughout the organization. In addition, as has been mentioned above, innovation is the child of the imagination, which is why it is essential to cultivate innovation. On the other hand, we can all learn to be more creative, later we will talk about learning within the organization. Robinson also says that creative teams must be diverse, that's why creativity is nourished by diversity, the best creative teams bring together very different people. Discuss other principles based on culture. Creative cultures are flexible, they need creative workspaces, creativity loves collaboration and requires time. Once these principles have been discussed, it is concluded that it is essential to innovate within the practices of Human Resources, to keep workers within a change and that they are continuously learning within their respective work.

In addition to these principles, we can find two types of innovation, such as incremental and radical. According to an article by the Association for the Progress of Management (apd, 2018), incremental innovation is about creating value for an existing product or service. It is created on a formed basis and from that point, new processes appear to reach certain ends. Thanks to this type of innovation, the products or services are improved generating more benefits to the companies that practice it. Radical innovation is the change or introduction of a new product or service not previously known, this type of innovation requires a large investment and more research and development. Companies that make incremental innovations in Human Resources practices do not need as much time as those that use radical innovations, since they only have to add new aspects to the practices already implemented in the organization. On the contrary, those that introduce radical innovations must create practices from scratch and for that they need to invest more time in these creations.

The practices most used by innovative companies are the practices of conciliation with employees, in this case you can comment on team work or project work. According to the study by Casadesus and Mitchell (2006) on Irizar, this type of practice consists of joining a group of workers, to be able to be a group of dynamic people, to carry out a work or a project among all. They set their guidelines and objectives to achieve the best results with autonomy and self-management, and finally develop their potential to the maximum.

On the other hand, we can find other types of more unusual practices, such as the change of roles. This practice consists of the employees changing their tasks among themselves for a day, later they meet to discuss their experiences. This practice is done so that employees empathize with their colleagues and to understand the work that this.

### **3.2. Organizational Learning**

When an organization begins to innovate, it is forced to learn. Organizational learning is the process through which organizations change or modify their mental models, rules, processes or knowledge, maintaining or improving their long-term performance (Argyris and Schon 1978, Senge 1990, Brown and Duguid 1991, Dibella et al., 1996). This learning offers the company a way to develop its potential based on the experiences or mistakes made, in addition, allows its members to develop in a changing environment where the main objective is to learn and develop their talent. Achieving with this more confidence among the members of the organization, to develop their work effectively and successfully meet the objectives set by the organization. Since this type of learning allows employees to make mistakes and correct their mistakes so that they learn as they evolve is their job.

Organizations experience 5 essential factors within this learning (Chiva et al., 2008). The experimentation is based on the search for new ideas and suggestions. Risk taking is based on being able to tolerate uncertainty or even some errors. It is also important to know how to interact with the external environment, to facilitate learning within the organization itself. Finally, dialogue and participatory decision-making are fundamental in this type of model, since it is characterized by the level of influence that employees have in decision-making and also, collective research helps employees to work with more certainty. These factors help improve both attitudes and skills for the company's own development. In addition, this learning helps workers to be more integrated within the organization, since their opinion is important to be in continuous development (Fernández, 2002).

It is very important that organizations know how to take advantage of the qualities of their employees, in order to improve, therefore, later they will discuss how the new Human Resources practices are capable of taking companies to the top. Participatory decision-making is one of those practices that will be discussed, as it facilitates communication and learning among the members of an organization, where each of them can learn and develop qualities thanks to the joint knowledge they share, besides favors the transparency of the entire organization (Andrade et al., 2006).

Implementing autonomous learning, more personal to its employees also substantially favors organizational learning, since it allows the employee to discover for himself what he is capable of. Training individually, without having any kind of help from the organization will allow employees to establish more relationships with their colleagues and also learn from them and the performance performed by them (EquipoColaboradores, 2019).

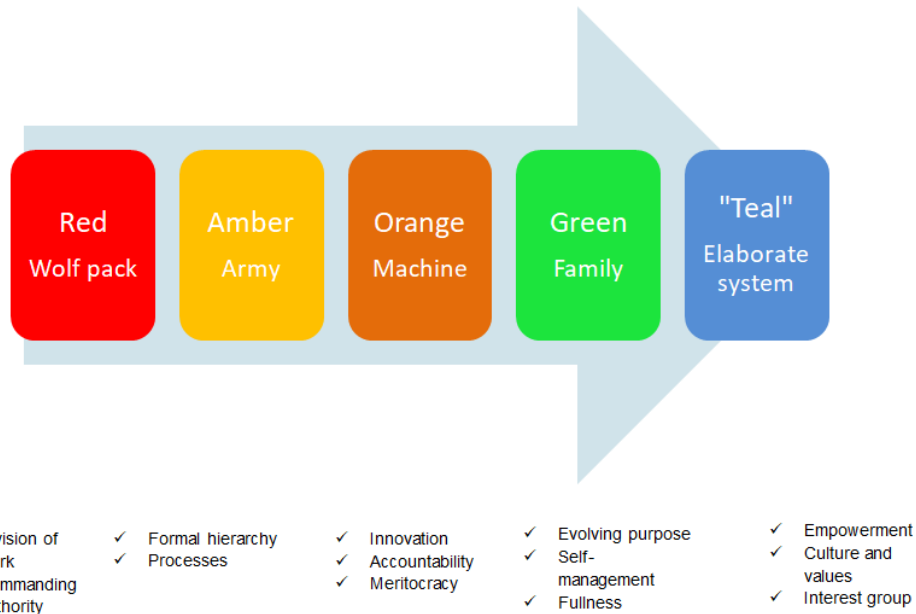
It should be added that both innovation and organizational learning are two necessary elements for business development, since these factors have contributed to the emergence of new organizational models.

### **3.3. The Evolution in the Organization**

Laloux (2014) affirms that humanity evolves on the basis of unexpected leaps. The historians, philosophers and psychologists who have studied the evolution of the human being agree that for some reason, we do not evolve constantly, but on the basis of leaps.

To understand the evolution within the business era, we will use the colour system of the philosopher of human consciousness, Ken Wilber, who explains Frederic Laloux in his work entitled Reinventing in organizations.

### Illustration 1: Evolution of organizational paradigms



Source: [blog.futurodeltrabajo.com](http://blog.futurodeltrabajo.com)

The red paradigm, the impulsive man, in this perspective everything is seen from the power filter. The boss who assumed the office, complied with the social order, sometimes did it by force if necessary.

As for the amber paradigm, at this stage one learns to control the impulsiveness of the red paradigm, internalize the norms and exercise self-discipline at the service of the beliefs of the community. They are characterized by their stable and replicable processes where any person can be substituted, that they will continue with their work. From here came the titles of the trades, that is, the hierarchies. The thought comes from above and the execution from below.

The orange paradigm has taken a great leap into the business world. Nowadays it is the perspective that dominates the thinking of business. Its main objective is achievement, being the best in its sector, characterized by the progress that has caused organizations to become machines. Its main advances have been characterized by immediate and rapid innovation, thanks to this paradigm appear departments such as R & D, marketing, among others. They find a competitive advantage within the brains of their workers, since by taking advantage of the creativity of many of them, a more effective innovation is achieved. It is also characterized by "the smartest must lead the pack." Sometimes, this paradigm is stained by the greed of fame and money, the more they have more they want, and this has caused a longing

for meaning, they come to have everything and then they need more, they do not know how to find the true meaning, to be good with yourself. From this the two paradigms that are discussed below were characterized.

Solidarity, social responsibility, culture and values and teamwork are the main elements that characterize the green paradigm. After observing the orange stage and its materialistic obsession that blinds them from the sense of community and social responsibility, they move to a state in which they seek to create strong links with the organization, to make their organization feel part of something, a sense of belong to a group. They look for organizations like families. These organizations try to eliminate the hierarchies, generating a certain empowerment towards their employees, in addition they try that these share the same values that the own organization. They insist that the purpose of the organization is not only to obtain a benefit, but also to have a certain responsibility with its workers, customers, suppliers, society and the environment.

Of course, not every organization has to be one hundred percent of one colour or another, simply each organization adopts different measures corresponding to the different paradigms that have been discussed previously. But what is the next step? Where can the business world go?

A new stage of consciousness is currently emerging, to which Ken Wilber has assigned the colour Teal and which is known as Evolutivo (Laloux, 2014).

It is not known with certainty to what extent this paradigm will be able to influence, since it is still emerging, but what is clear is that at this stage it is sought to exploit the capacities and talents of the workers, which they can access and reach. Discover your authentic self. They try to minimize the need to give a good image, to fit just like everyone else, to be one more piece of that machine that many people call a company. In this model, we move from external to internal criteria to make our own decisions.

Currently, many organizations are already practicing certain aspects of the Teal paradigm. In this study you can see how the different practices of this model have helped to turn a company into the best in its sector.

How does this business model really work? Normally, companies that follow the different techniques offered by this paradigm, are self-managed companies where the organization is structured by teams supported by coaches or administration people. In this type of company, decisions are made jointly, that is, each person who has a new idea comments with the rest of the organization and they reach a consensus among all.

As for compensation and incentives, these tend to disappear. Numerous studies affirm that the Teal companies do not rely on the extrinsic reward to achieve their objectives, but rather that they seek a more intrinsic motivation on the part of the worker, that is, that the individual will feel more fulfilled by the labor recognition, than by any economic reward. What some companies belonging to these models do, is that they distribute the benefit among all their workers. And who imposes what each employee charges? Some of them use a method in which each employee proposes what they can earn depending on the performance they have obtained. In case the figure is unfair, it is discussed among the members and an agreement is reached between all of them. On the other hand, performance is evaluated in a similar way, seeking "an intrinsic motivation calibrated with the emulation between colleagues and the demands of the market" (Laloux, 2014, p.79).

Finally, in this type of organizations the absence of a hierarchical power predominates. They try not to have power, simply that people divide their work naturally, for example, if an employee is better at organizing, he or she will organize the teams; On the other hand, if an operator focuses on the maintenance of the machines, he can take control over them. They try to make each member of their best in their work to get the most out of it.

In conclusion, "the objective is not for everyone to be the same, but to allow all employees to become the strongest and healthiest version of themselves" (Laloux, 2014, p.81).

It should be added that "these practices only become reality if the leaders adopt the vision of the world that underlies them" (Laloux, 2014, P. 149). The owners, representatives and leaders of an organization must have a Teal vision of the world, in order to carry out the different practices that make up this model.

Of course, the Teal organizations do not work with a pyramid structure, but even so, why is the CEO still? In this case, the CEO does not give orders as such, but rather opts for more advisory work. But as we have previously mentioned, in this type of model, each one is dedicated to what is best given to them. That is why it is necessary for the worker who shows leadership to take advantage of their talents to guide the organization towards a better place. The main role that the CEO must adapt is not to back down, that is, whenever a problem arises, it must be solved by following the methods and practices of the Teal paradigm itself, trying not to carry out practices of

other models, because this it means going back to the beginning. Another necessary role is to make the behaviors of self-management; fullness and evolutionary purpose develop efficiently. For the rest, the CEO must be presented as a worker who participates in joint decision-making, team projects or creative tasks, among others.

Possibly to the majority of people who are proposed a model of this type, they have a world to begin to perform these practices. As Laloux points out in his book, Teal practices are the simplest, most intuitive and most natural way of doing things. You do not have to have a vision of a company as a machine, but as a living organism, inspired by nature and in constant evolution.

It is clear that this model is not defined one hundred percent, as companies adapt new practices and new models of this paradigm, it will be refined and enriched, expanding its limits with new practices.

Below, you can see a summary table with some of the methods and practices that Teal organizations follow.



**Table 1: Summary table of people management in Teal models**

| <b>TEAL</b>                                |                        |   |
|--|------------------------|---|
| <b>People Management</b>                   | Hierarchical power     | Absence of hierarchical power, emergence of charismatic leaders. Where your bosses happen to be your "colleagues".  |
|  | Performance management | Team work appears to promote talent among employees; where organizations divide their tasks into different work groups. These groups are in charge of self-evaluation, within each group they make a small evaluation, later these evaluations are reviewed by the leader of each team and discussed with their superiors. This improves the results they may have and provides job satisfaction and motivation in the talent of the members of the organization, since it gives them the freedom to self-criticize and improve for themselves. |
|  | Flexibility            | Thanks to the trust placed in the employees and the execution of tasks by teams, the members of the organization have more freedom when carrying out their work. In addition, the practice of changing roles or eliminating schedules also promotes flexibility in the workplace.   |
|  | Remuneration           | Equal pay for the different levels. In addition, they can become self-determined by employees or by different work groups. They themselves are responsible for setting their own salaries, under supervision, which will depend on the performance of each employee. This generates an intrinsic motivation, since the individual can decide his retribution based on his responsibility.   |
|  | Leadership             | Absence of hierarchical power, emergence of shared leadership. Where any member of the organization can become a leader spontaneously, depending on their skills or performance to perform their work.  |
| <b>Other personal management practices</b> | Decision making        | Decentralized, where all members can participate in decision making. Being teamwork, all members meet to reach a conclusion and be able to perform their tasks.   |
|  | Spaces                 | Open office spaces.   |
|  | Working environment    | Practices to generate trust among the members of the organization. Thanks to the collaboration of all the employees, they get to have a lot of confidence among them to help them improve the performance of their colleagues. This creates a very high organizational altruism, since organizations become families.   |

Source: Own elaboration

#### **4. COMPANY DESCRIPTION**

The objective of this section is to briefly introduce a small description of the company that has been studied throughout this work. It will explain how this company has reached the top thanks to the innovative practices it has used throughout these years.

Irizar is the leading business group in the manufacture of buses and coaches, known for promoting the following principles: seeking democratic organization, promoting the autonomy and participation of its employees, social transformation, education, among others. With this, it seeks to strengthen the work of its employees based on their satisfaction. The values that these companies follow promote customer satisfaction, where people are the main element of the company, this corporation seeks continuous improvement based on cooperation and social function.

It was founded in 1889 by José Francisco Irizar Katarain, it was not until 1963 that it became a cooperative. When Koldo Saratxaga joined in 1991, the company was going through a major crisis. Upon entering the organization, Saratxaga began a long investigation in which he could conclude that this company needed an imminent change within its organizational structure. Within months of arriving, Koldo began with his plan, cutting back on staff and reducing the salary that got the company to look to the future. Thanks to the radical changes initiated by Kolgo, in a year the company managed to increase its sales and profits. In addition, it has managed to be the leading company in the sector that is characterized mainly by the change it has made since the crisis it went through, to the success it has managed to maintain in recent years. On the other hand, Irizar was the first bus manufacturing organization to obtain the ISO 9001 and ISO 14001 certificates, it was also the first Spanish company not belonging to a foreign multinational group that receives the European Award for Business Excellence. Formed by more than 3,500 people, this group is located in more than five countries, having a presence in Spain, Brazil, Morocco, South Africa and Mexico, as well as having its own R & D center. All this is thanks to the strategy that has continued to be based on innovation through knowledge management.

Irizar has shown throughout these years that a cooperative can be equal or more successful than any private limited liability organization. But how did Irizar reach this point? Thanks to the decisions that Koldo Saratxaga adopted as soon as he arrived at the company, he managed to obtain positive results from the beginning. He started by eliminating what caused them losses, redistributing the staff to other MCC groups (Mondragón Corporación Cooperativa), a group that Irizar had been part of for many

years, selling what offered guarantees and trying to maintain an active workforce of some 225 people. But that was only the beginning, among other measures have also been the elimination of customers who gave losses to the organization, reduction of wages and staff, and then recover and work without any compensation until the end of the year. All this was necessary to assume the risk towards the new model offered by Saratxaga.

Next, we observe the results of the first year when the changes began in the organization commented by Saratxaga in his work (2012) of these new decisions:

**Table 2: Financial Evolution 1991-1992**

|   | 31/12/91 | 31/12/92 |
|---|----------|----------|
| Sales   | 3.163    | 3.726    |
| Rotation  | 1,48     | 1,75     |
| Active  | 2.116    | 2.134    |
| Business Rate of Return                           | -25,4%   | +27,3%   |
| Added Value / Sales                               | 18,2%    | 35,8%    |
| Added Value / Job                                 | 2        | 5,07     |
| Sales / Job                                       | 11       | 14,17    |
| Job   | 286      | 263      |
| Independence (own resources / external resources) | 0,37     | 0,52     |
| Financial Expenses                                | 78       | 149      |
| Surplus   | -616     | 201      |

Source: *Figures Irizar, S. Coop.*

As previously mentioned and can be seen in the table, the new measures adopted by Saratxaga were beneficial for the organization. Making such radical changes was simple if the company was willing to take the risk that Saratxaga offered, however, it was difficult to start a new life so different from the previous one. Thanks to the predisposition of the organization and the enthusiasm of Saratxaga, they managed to "promote and manage change, taking initiatives and risks" (Saratxaga, 2012).

To be in the position that is, has had to go from being a hierarchical organization to one managed by self-managed independent teams, for this reason is going to conduct a qualitative study of this company.

"Our success is based on the way of living the client of the entire organization to better meet their needs. The management philosophy of Irizar, its organizational structure and working methods, promotes direct contact of its people with: customers, suppliers, external collaborators and society. In short, it implies in the revision and improvement of the approaches to all the key entities with interests in Irizar, as usual in the development of the Project activity" (Saratxaga, 2006).

According to Forcadell (2006), Irizar's culture is based on customer satisfaction, professional competence, teamwork, communication, the transmission of knowledge, the assumption of change as something inherent to the life of the company, the respect and finally, the search for excellence and quality.

All this has not only allowed Irizar to reach the top, but also to find a common model in which the peculiarities of each case are respected through management autonomy, where sharing is one of the most important factors, since Irizar is shared from the management, to the benefits, decision making and even responsibilities.

According to Forcadell (2006, pp-40) "it is a management model in which success lies in the freedom and responsibility of the people who make up the organization".

As they rightly say in their mission "we try to achieve the maximum degree of satisfaction of the people that are part of the Irizar group, of our external collaborators and of society."

Irizar follows a model based on 'freedom-responsibility', oriented to serve and add value to the client, following a structure that revolves around self-managed multidisciplinary teams. This project encourages communication and common decision-making, where their work groups spend a large part of their time. This type of communication is for the entire company, regardless of the contract that each member of this organization has. Each person contributes what they can, they do not leave anyone outside the decision making process.

By eliminating the hierarchical-functional model, Saratxaga (2006) affirms that the satisfaction of the people, their illusion and motivation has led them to a continuous maturity in the model and a continuous evolution of a management based on priorities with responsibilities in teams and the elimination of departments as a barrier to responsibilities and open relationships.

Irizar is also characterized by the responsibility that its employees have, since in the model that follows, there are no schedules, nor do they have to sign on arrival at work. This means that each person can enter or leave at the time it deems convenient, without harming the work of their colleagues, or the company itself, so they get their employees to adapt to their work in the best way possible, without leaving behind your life outside of this.

The word management does not exist in the Saratxaga model, as he says, people are not managed, served and encouraged to achieve personal and common goals.

Irizar pursues a shared mission and vision, where all individuals follow the company's objectives in such a way that they feel comfortable and satisfied with their work, following the model of self-managed work. Offering differentiated coaches and buses that provide innovation, reliability, comfort and safety to its customers, being a reference in the sector, as well as being a reference in the contribution of value to customers. Not only their employees and their clients are paramount for Irizar, since they have a great commitment to the society that surrounds them. As they comment: "Our relationship with society will be respectful, open and participatory collaborating in the creation of wealth and employment, in culture, education and sports in our immediate environment, as well as in social works of both our neighboring environments as of the world's most disadvantaged areas."

The culture is very important for the company, which is why it collaborates with different cultural and traditional activities of its environment, such as the sponsorship of the Irizar Prize for Basque cinema, the collaboration with the Basque Maritime Factory Albaola, the involvement with the Basque language, for its normalization, and finally with the diffusion of music, collaborating with different associations. In addition, it also promotes sports, supporting different clubs such as the Basket Club tip of Euskal Herria or the Guipuzcoan Federation of Adapted Sports.

Irizar has also collaborated in different projects with Médicos sin fronteras and Unicef.

## 5. METHODOLOGY

Regarding the methodology that has been used in this study, it is a qualitative analysis of information, which is defined as the understanding of a reality considered from its particular aspects as a result of a historical process of construction and view from the logic and the feeling of its protagonists, that is, from an internal, subjective perspective (Pérez, 2001). To elaborate this type of studies it is necessary to go to a great number of sources, since, as it has been named before, this analysis consists of processing and elaborating all kinds of literary formats in order to reach a logical conclusion of what has been studied.

In this case, it has been investigated about the practices carried out by a Spanish organization in the Human Resources department. For this, we have tried to contact the organization, Irizar, but unfortunately we have not received a response. On the other hand, it should be added that being an organization with a very innovative management model, there are many sources of information related to the company. We have managed to analyze books, such as *Reinventing the organizations* of Frederic Laloux or the thoughts and realities of Koldo Saratxaga, which have provided us with much information, from the prism of its protagonists, on the different paradigms of the organization or practices of Human Resources that have evolved over the years. In addition, academic articles, news and even magazines have also been analyzed, highlighting the model followed by the Irizar company. To get this type of sources, we have gone to the Google Scholar search engine, in addition to different searches in books offered by the Jaume I University Library.

Thanks to the analysis of the different documents, it has been possible to gather a lot of information about this type of innovative Human Resources practices and models.

## **6. CASE STUDY ANALYSIS**

Next, an exhaustive analysis of the Human Resources practices that make the Irizar model into an innovative model that integrates the principles of a Teal paradigm, a model that has been defined previously in the theoretical framework, will be carried out. Since this organization follows a project based on the freedom and responsibility of all its participants. Where the employee feels that he is part of an organization that grows together, that is, every member of the company is important for the correct performance and growth of this. Irizar leaders try to make their employees feel like another element of the organization, that they grow along with it and that they are capable of developing new skills to strengthen their work and personal development. For this, the company follows a very innovative type of personnel management, where its Human Resources practices have innovative aspects, such as the profesioqram tests in recruitment and selection, the most personal and individual training, the team self-evaluations, the of participatory decisions, among others that will be discussed below.

Irizar follows a totally differentiated model from other manufacturing companies, where the organization is flat, without departments. This has led the company to follow a strong culture, where all its members are surrounded by their values and deep-rooted beliefs, achieving great performance from their employees thanks to their innovative practices based on self-management, trust and freedom, among others. What this organization tries to do with its practices is to give meaning to the emotional part of the person, that is, to know why they are there, find a reason for what they do and enjoy what they have achieved. It is about giving opportunities to find oneself and to know what one is good at. Eliminate that rational incentive that does not bring so much satisfaction to the person.

## **6.1. Recruitment and Selection**

A company is formed by people, that is why the way to choose them is important. Recruitment is in charge of identifying those candidates that are good for a certain type of work, once identified, they proceed to select those that are more adapted to the needs of the company (Bretones et al., 2008).

Organizations usually look for specific people for each type of job, exact profiles for each job. But, nowadays new companies are appearing looking for more general profiles capable of performing more than one task, so that in the future the individual can perform more than one job within the organization (Almeda, 2018).

The professional profiles available to Irizar are usually technical specialists in different fields such as electronics, construction, automotive and electricity, higher engineering or even commercial and administrative. The organization looks for people capable of joining work teams with complete naturalness and capable of having close relationships with both their suppliers and their shareholders. People with adequate profiles to be able to face the different types of projects and challenges. Motivated people in the place where they can change their department and learn to achieve a great personal and work evolution, reaching the highest level with the company is one of the main objectives that the organization looks for in terms of its employees (Iñiguez, 2016).

As he comments in the article on Management of change and excellence (Forcadell, 2006), recruitment and selection in the company is quite careful because of the characteristics it offers, since the worker does not become a member until three years have elapsed years. Throughout this period, the worker undergoes several tests called profesigramas, where different parameters related to his work are evaluated such as motivation, quality, activity, among others.

In order to send the applications of the candidates, Irizar uses different portals such as infojobs, actualidadempleo, or on its website they have an exclusive section for this type of management.

On the other hand, the company does not make any kind of special selection, if they believe that the person is worth the project, they have a slight idea of how to participate in it, and enough motivation, they follow their intuition and hire it. This way of selecting candidates depending on whether or not they are worth a certain job is good for



organizational learning, because if they are wrong to hire a member, they can always rectify and learn from what happened, innovative companies are willing to Take on these types of risks. In addition, employees have an adaptation period of about six months, if after this period they do not feel comfortable, they can leave without any commitment (Casadesus et al., 2006).

Once the new employees are recruited, the company communicates the concept and the business practices that follow, then they leave them alone, that is, they discover the model of the organization by themselves. New candidates can get help from their peers, who become their tutors during the first months since their incorporation.

Recruitment and general selection, has been gaining ground in the world of work, according to the study by Bretonez and Rodriguez (2008), today companies are looking for more dynamic people, able to adapt to the different changes that companies can suffer. This is very good for the candidate, because it forces him to train more or even to adopt more skills than he was not able to, either because he had never had the need or had never thought that he would need to know how to do much more than he already did knows. In addition, belonging to a team in which each one performs a task, but at the same time can achieve others, strengthens the trust with the organization, since the members see that the company has them for more than one thing. You may come to feel valuable within this. On the other hand, this allows the employee to strengthen their internal promotion, since by forming more dynamically, this can lead to many more tasks.

Not using any system to select candidates can be risky, but as I mentioned earlier and according to the study by Irizar de Casadesus and Mitchell (2006), this helps them learn in case the selection is not successful. Finally, the adaptation phase is very important for the members of the company, since they see that they have a period to be able to learn to do their job and to know the company from a less intimidating point. It is very good that employees see that their supervisors have them and that if they make mistakes, they can rectify. Finally, it has been observed that hiring quality human capital is very important for companies, since this allows them to be more competitive in their sector.

## **6.2. Formation**

In a work on vocational training and labor relations (Casanova, 2003), it is shown that job training not only focuses on preparing people for a single job, but also other forms of work that can be found in society . Nowadays, people are prepared to be able to live together in a community, understand social and work relationships in order to transform their talent. In short, vocational training is both a training for work and a training for citizenship.

Regarding job training as such, these companies are reluctant to train their employees for a specific reason, they try to learn personally, that is, they themselves are able to adopt new knowledge and skills for their work done. Occasionally, they train employees to solve specific problems that require training. On the other hand, they try to make employees question their ideas and even that of their colleagues or their methods to perform different jobs. According to Chiva (2014), the leader of Irizar says that the best training methodology was to share experiences to focus on human development and growth, that employees learn to be more generalist in their work and not as specialists. The main objective is that all employees in the organization have a "global vision", which allows them to make better decisions.

Irizar uses this type of more general training for employees who are already part of its staff. But it also offers a program of training and development of professionals, for graduates, called ITP (Irizar Trainee Program) where its main objective is to incorporate people both in technical areas and in areas of administration, so that new employees can develop from its start with the company. This program is intended for all types of engineers and administrative staff with or without experience in the sector. They offer a 24-month program where all the functional areas of the company are developed, such as the area of innovation, engineering, production, marketing and even the plants of the Group's Exterior. This provides your employees with an in-depth knowledge of the organization.

Training with this type of vision gives employees more security within their work environment, since, in addition to learning while they work, they are also adopting new skills and forming with their organization. This gives them a lot of confidence in themselves and in their tasks.

Offering a training and development program for professionals says a lot about an organization, since it shows how it cares about its future and about the future of individuals who start working in companies of this type.

### **6.3. Professional Promotion**

About 50 years ago, the promotion in the organization was based on vertical promotion, where the main requirement was the seniority and performance performed by the employees of the organization. The companies, as they have been evolving, have changed their requirements to be able to promote their employees. Performance went to merit, where employees increased their level depending on the objectives achieved or their skills in front of their peers. But, currently, the new organizational generations encourage horizontal promotion; as he names Chiva (2014) in his study, they encourage the development of skills and responsibilities without having to level up. This is due to the multitasking and various functions at work that new employees are willing to develop, that's why their workplaces are always in constant change and they are so dynamic. These companies understand promotion as the term of encouraging someone or something to do their work in an intrinsic way.

Enhance internal promotion is one of the main ones. To fill those vacant or newly created positions, they look for people who adapt to the profile within the organization, since they are more prepared. One of the values of Irizar is the motivation and job satisfaction of its employees, that is why they understand that they must create an adequate framework for all employees, where they can perform more than one function. For this reason, it provides its employees with large spaces of responsibility and freedom to carry out their work, where everyone owns their own work, the relationships they maintain in it and their responsibilities (Iñiguez, 2016).

This helps to promote the intrinsic motivation of employees, having the opportunity to improve and grow with your company, this creates a certain personal satisfaction that will improve the performance of the employee, achieving with this a greater effectiveness on the part of the whole organization. In addition, changing tasks within the company, promotes relationships and communication between the different departments, as Irizar encourages teamwork, this helps them empathize and get to know the people around the work environment better (Castillo, 2013).

#### **6.4. Evaluation of the Performance**

It is understood as the evaluation of performance to those behaviors performed by employees, which are relevant to the organization (García, 2001). This evaluation serves to analyze the efficiency, effectiveness, commitment and skills of the individuals of an organization in their job, to improve their performance and achieve better job results. Currently, self-evaluation has been gaining ground in new organizational models, where individuals are evaluated by themselves or by their peers. Due to the trust that leaders or managers place in their employees, as they see that their employees may be able to assume a certain responsibility when evaluating the performance of their colleagues or their own performance.

Irizar eliminated individual evaluations, believing that basing rewards on individual performance is counterproductive to the model the organization follows, according to a study by Irizar de Casadesus and Mitchell (2006). However, as Irizar follows a model where teamwork is necessary to achieve its objectives, it does promote self-evaluation in teams, which evaluate themselves. So that they learn among themselves and know how to face their own mistakes. According to Forcadell in his study of Management and change of excellence (2006), as these teams have the freedom to organize, they are also given the opportunity to supervise the work done within the team itself. The only restrictions that these teams have is the ability to synchronize the processes among the other teams that are part of the organization.

Allowing the teams to evaluate themselves is very beneficial for the employee, this allows them to know how their performance is, to know which tasks are more efficient and in which they have to invest more time. It also helps them to identify that work well done or what is wrong, analyze it from another perspective. In addition, correcting each other's habits that they perform erroneously allows them to solve problems before they are much larger.

## **6.5. Remuneration**

Within an organization, there are many ways to reward or reward employees. Retribution is what marks the relationship between workers and the organization and the way in which the company values the work of its employees (Ongallo, 2007). Among the different types of remuneration we find the fixed remuneration, which as its own name indicates, is the one fixed in advance and is not modified for a long period of time, in this case it would be like the base salary of a contract. We can also find remuneration in kind, they are the rewards that complement the fixed remuneration, such as the services that workers can use in their working hours or social benefits offered to them for performing certain jobs. On the other hand, we find variable remunerations, which are those that vary according to the objectives achieved.

In the new emerging organization models, companies try to eliminate those rewards that are strongly linked to the level of the employee within the hierarchy of the company. For this, some companies try to set the same salary for the entire organization, so as not to create differences, and even some companies allow their employees to set their own salaries depending on their work performance. This type of models, also tries to put bonuses by teams, to encourage cooperation among all employees. In addition, it bases its rewards on the capacities and merits, which are the criteria for mobility and promotion within the organization (Chiva, 2014).

In Irizar, salaries are very flat, they managed to reduce the salary level to only three levels, without extra hours, these salaries are based on the value of the company and its customers. According to the study by Casadeus and Mitchell (2005), members involved in manufacturing activities received the same salary, regardless of age or seniority in the company. On the other hand, the customer support staff eliminated the additional bonuses or commissions for sale. All the members of the organization supported this salary structure, obtaining four points of a scale of five in a survey carried out in 2004. This organization replaced the bonuses for organizational incentives, where it tried to provide good attention and business stability for its employees, in addition of occupational safety and safety at work. Irizar respected the lifestyles of its members and tried that these were not moved to other areas further away from their homes for work assignments, unless these employees could or wanted to move to other points of the company.

On the other hand, all the people who made the change possible, and who had to sacrifice themselves to be able to obtain benefits, shared the benefits equally, regardless of the work they had done each of them, getting to overcome their salaries during a couple of years. In the case of losses, these are also distributed among employees, either by investing personal funds or by agreeing to a salary reduction.

This practice increases the motivation and productivity of its employees, thanks to the social benefits offered by the company to them. In addition, being so aware of these benefits, employees make a commitment to the company, because they see that it cares about them, as in the rest of the practices discussed above. Having committed employees is essential to be able to reach success and reach the established objectives. In addition, eliminating salary levels not only increases trust and relationships with employees, but also improves the prestige of the company, as it shows an organization committed to all its employees, regardless of their level.

## **6.6. Time Management**

When working for projects or objectives, many companies do not need schedules to be in the workplace at a certain time, since employees can meet their goals more flexibly. It should be added that some companies use mixed models. In these models the employees can adapt period of entry and exit, that is, if you go two hours before the established, this can go two hours earlier (Clos, 2017). These new hour models are part of a broader process, with the aim of improving work and family reconciliation. These models must be accompanied by other measures in order to control the results and the commitment to the company. As reflected in a report from the Department of Employment and Social Affairs of the Basque Government<sup>1</sup>, to be able to follow this type of schedule management, the leaders of the organizations must commit themselves with the members of their organization, providing them with communication and transparency to be able to trust them. These are responsible for knowing how and when to carry out their work, since this type of companies provide them with a much more flexible and dynamic schedule than traditional companies, where their responsibility is essential for this type of models.

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<sup>1</sup> Departamento de Empleo y Asuntos Sociales. (s.f). Metodología de implantación de un nuevo modelo horario laboral en la empresa. *Departamento de Empleo y Asuntos Sociales*. Gobierno Vasco.

Irizar is characterized by the autonomy it gives its employees, because in some levels, the members of the organization do not have schedules. Each person is very clear about their work and the objectives they want to reach, that is why the Irizar workers have a great responsibility when it comes to their work, because when they do not have a schedule, each one must know when the time will be carry out one project or another. This company is open for many hours, and its employees come to it based on the decision made by the team (Martín, 2006). In addition, employees of this organization do not have to sign when it comes to their positions, as it is considered a great control by senior management. Being a company with a team organization, these are responsible for setting the guidelines to follow certain schedules and thereby achieve their objectives with great satisfaction both work and personal (Magazine Irizar Group, 2009).

Flexible hours have many benefits for employees, since they can reconcile their work and personal lives, and this reduces job stress significantly. Employees who organize their tasks, must have a lot of responsibility, since this depends on themselves and their team, but on the other hand, this favors the valuation that they have towards their company. The members of the company observe that this is giving them a lot of confidence when it comes to letting them manage each other. It also increases productivity, because employees will do their job better when they believe they are sufficiently focused to immerse themselves in it. They themselves will be able to reduce or lengthen their working hours depending on the objectives they want to achieve and how they are at that moment (Gómez, 2017).

### **6.7. Leadership**

Shared leadership has been gaining ground in recent years, as employees feel more identified with a leader who empathizes with them to a leader who only cares about the work they do. For this reason, companies are increasingly prone to look for leaders among their employees, leaders who know their colleagues and know what the needs of the company and its members are. This leadership gives responsibility to all its employees, also allows them to decide and make decisions among themselves (Mercadé, 2014). In this type of work, where the whole organization is a group in which teamwork and sharing is essential in their day to day, the leaders appear by selection of all their colleagues, either by their skills or performance performed for achieve their objectives (Forcadell, 2006). Their workers recognize that the leader goes beyond their own benefit, seeking the interest of the members of the organization and the company

itself. In addition, the charisma that this type of leaders shows allows us to see the importance of having a shared vision, to spread a mission and transparent objectives and to create a feeling of belonging to a set of something, in this case of an organization.

As for the leaders of Irizar, they play a very important role, as has been well named in the section on teamwork, managers became charismatic leaders in charge of guiding their team to achieve their own objectives successfully. Not only do they play a crucial job in team work, but also in performance evaluations, as they give their employees enough freedom to take on that responsibility. Therefore, the leaders of this company are characterized by the trust they show their employees, they believed that there was nothing to hide, that is why an internal monthly magazine was published where the strategic thoughts of the management were published along with other news of the company (Forcadell, 2006). This shows the transparency that is given to the employees within the organization, since they know at all times what happens inside it, giving them the possibility of feeling very integrated with the company, that is, feeling that they are part of a set called organization.

As Saratxaga shows in his book (2012), the function of the leader is very important since success is derived from transmitting illusion, from being coherent, and from aligning people with the project.

### **6.8. Other personal management practices**

Irizar, being a company known for its innovative management model, not only performs the practices listed above, but also promotes other types of more innovative practices and committed to society. Next, I will explain more extensively how it encourages teamwork and participatory decision making. In addition, its diagram will be explained, since this type of structure is very interesting with the study that is being carried out. Finally, we will discuss other aspects such as its risk prevention system, the labor insertion of the disabled, the importance of its clients, among others.



### **6.8.1. Teamwork**

Unfortunately, the models that we are used to seeing today, are responsible for classifying people and deciding what they think and how they think, controlling and making all kinds of orders so that people feel like another element of the organization. For this reason, it is important that companies know how to develop the values and skills of their employees, so that they can develop all kinds of motivation and creativity. For this, teamwork is one of the most important factors to be able to develop this type of qualities in people.

One of the main practices used by the company was team division, where autonomy was fully reflected. This practice was crucial for the abolition of managers, from then on, managers became direct workers, coordinators and leaders, who followed a shared leadership.

Each team was formed by four or five people with an assigned task, it should be added that the employees could be members of more than one team, since each one carried out the tasks according to their knowledge about them. The company was made up of about 124 teams and 100 leaders, each team had an objective to fulfill and the end date (Casadesus and Mitchell, 2006). As far as the organization and work time are concerned, they were not asked for a record of the arrival or departure time at the plant. They only requested that there be synchronization between the different teams and that each team should be managed in the way they thought most convenient. The leaders of these teams were chosen by the same members, and these are monitored based on the work done. According to Saratxaga comments in his work (2012) for the future, teamwork is a school of leadership or, if you prefer, a quarry in which those who have the skills and desire to grow as leaders have the right environment for to get it.

These teams allow the employees of the organization to be more generalist, not specialize in just one task. It also allows them to have a broad autonomy and ease in the development of their work. All this is developed by giving employees opportunities to set their own challenges, encouraging decision-making, encouraging them to take risks and being part of the success of the organization.

On the other hand, the company has a coordination and management team consisting of 9 people, each of whom is dedicated to coordinating a different activity within the organization. In addition, they are the ones that annually perform a review of the rest of the teams in the organization. According to the study of Irizar in 2005 conducted by Casadesus and Mitchell (2006), these people are divided into 7 different functions:

1. A person in charge of coordinating the transfer and evolution of technology in all of Irizar's international activities.
2. Two people responsible for the coordination of customer relations and team activities.
3. A person responsible for the coordination of product innovation.
4. A person in charge of the coordination of processes, engineering, quality and the environment.
5. A person responsible for relations with suppliers, as well as new external market opportunities.
6. A person to coordinate the finances of the company and the economic position.
7. A person to coordinate the relationships with all the people of the different projects that the company carries out.

### **6.8.2. Participatory Decision Making**

We must guide the organization to share, trust and know the feelings and thoughts of people, to make it a more participatory place where everyone can give their opinion. "Believing in people also leads to accept and count on the diversity that makes each of them unique. The positive and optimistic attitude is cultivated in contact with the reality of people, both of their way of being, with the good and the less good, and of the different areas of their life, be it family, social, etc" (Koldo Saratxaga, 2012, pp.108-109). This participatory part helps the employee to find meaning to that emotional thing that has been previously named.

As far as decision-making is concerned, this company is characterized by common decision-making where the active participation of people in the creation and transmission of knowledge in work teams fosters a very open vision and a certain tolerance for errors (Forcadell, 2006).

The goals are set by the different teams, this means that 80% of the staff participates in the setting of these.

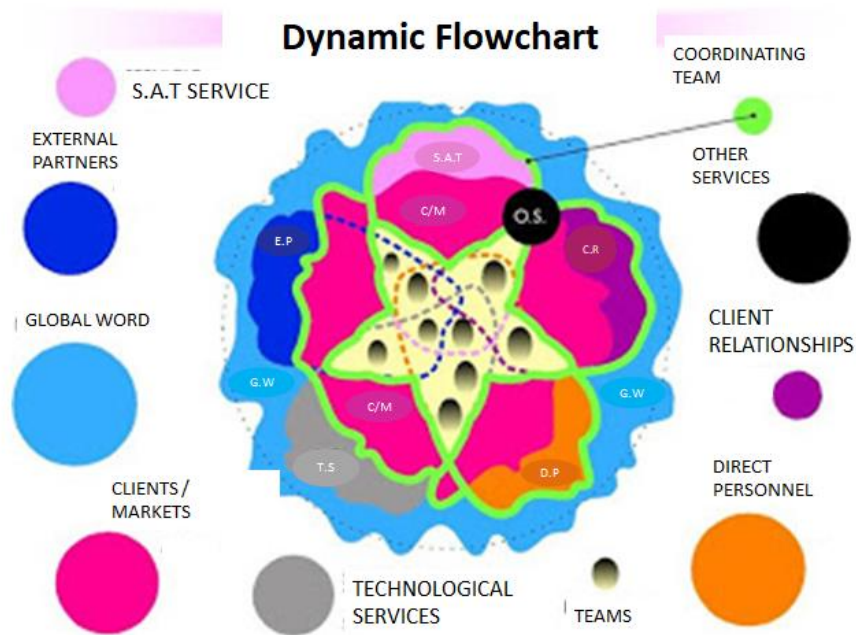
The internal communication that characterizes this company has facilitated decision making, since by reducing the departments and the different lines in the structure, the communication was much more fluid among the different members. On the other hand, both the offices and plant spaces of the organization lack walls, in order to expand the trust and relationships between the members of the organization. As Forcadell narrates in his study, the participation of workers in the elaboration of the strategy enhances the values of participation and organizational democracy (Forcadell, 2006).

### **6.8.3. Dynamic Flowchart**

Taking risks is a key factor in the model followed by the company, Saratxaga states that "taking initiatives and risks would be part of the principle of the Common Values of Irizar in this new stage" (Saratxaga, pp. 34, 2012). The employees of the company are characterized by promoting change, taking risks and initiatives. Therefore, Saratxaga showed in his book an organizational chart that showed his proposal of organization and that was very similar to the model he wanted to implement in Irizar. This organization chart was created to follow the logic of risk taking, where members who are part of it are willing to take those risks with a strong sense of ownership that leads to innovation, in addition to the flat salary scale that follows this. The company also shows the availability of members towards a certain risk.

The diagram that adapts to the model of the company is one of the most significant factors of Irizar, which was created for the first time in the company to explain the way in which the organization functioned since the arrival of Koldo Saratxaga.

Illustration 2: Dynamic Flowchart



Source: <http://juandepie.blogspot.com>

As you can see, this flow chart has a circle shape showing a changing structure that adapts to changing needs and objectives. Saludes in his article (2009) explains that it is a three-dimensional organizational chart that shows the union of all the people of an organization, where all their efforts and activity are located in their place and at the same time linked together. In this type of organization the objective is known and shared by the entire organization, which leads to this being a flexible company.

These organizational structures show a decentralized power and invest more decisively in their employees. It also represents the setting of a common project, where the result is the success shared by all members of the organization. It also reflects the chaos organized within a dynamic and flat structure, where power falls on the different work teams and centers its action on individual decisions.

#### 6.8.4. Occupational Risk Prevention System

In a company the most important factor is the human factor, therefore, it is important that all companies have a prevention system, to prevent any type of risk in any activity in which individuals may incur.

As Irizar well explains in its Report on Memory and Sustainability (2016), the person is the most important thing, therefore it has a risk prevention system that prioritizes the safety of its employees against other organizational aspects, so that this system is effective enough, the organization allocates all those resources that are necessary to be able to face any problem related to its employees. They thoroughly analyze all accidents and incidents that may cause any damage to the person, to be able to solve it as soon as possible. Thanks to the involvement of Irizar workers, safety is increased every year reducing the risks that can lead to serious consequences. In addition, in 2016, Irizar adopted new security measures such as:

- Investments in the finishing area aimed at thermal comfort, installing evaporative.
- Design and manufacture of automatic sander for box sanding jobs in painting area.
- Adaptation of the regulation system of the elevators in armor zone, with the aim of improving safety.

Below is a table showing the reduction in the number of accidents per hours worked.

**Table 3: Index of frequency**

| FREQUENCY INDEX |       |
|-----------------|-------|
| YEAR            |       |
| 2013            | 69,4  |
| 2014            | 61,3  |
| 2015            | 54,99 |
| 2016            | 51,07 |

Source: Sustainability Report 2016

### 6.8.5. Inserting the Disabled Persons

As it has been named throughout this study, for Irizar, people and their employees are the most important. Therefore, they have an insertion program for those problems with difficulties. Through their supplier Katea, in 2016, they worked at Irizar S. Coop. about 57 people with disabilities, which is equivalent to 7.3% of its workforce in that year. Below is going to show the variations of the insertion of disabled people in the company.

**Table 4: Indirect contracting of disabled persons**

| INDIRECT CONTRACTING OF<br>DISABLED PERSONS |      |
|---|------|
| YEAR  |      |
| 2013  | 3,8% |
| 2014  | 4%   |
| 2015  | 8,6% |
| 2016  | 7,3% |

*Source: Sostenibility Report 2016*

## 6.9. Summary of Practises

Once all the practices have been explained, a summary table will be presented of all the aspects that Irizar gathers in the management of these practices.

**Table 5: Human Resource Practises in Irizar**

| HR PRACTICE                      | DESCRIPTION  |
|----------------------------------|--|
| <b>Recruitment and selection</b> | People with an adaptable profile, careful recruitment with a period of adaptation of six months and intuitive selection.   |
| <b>Training</b>                  | General and shared, ITP program.   |
| <b>Professional promotion</b>    | Internal promotion.  |
| <b>Performance evaluation</b>    | Self-evaluation by teams.  |
| <b>Retribution</b>               | Flat salary structure, absence of bonuses, organizational incentives.  |
| <b>Time management</b>           | Without schedules.   |
| <b>Leadership</b>                | Shared and spontaneous leadership, in which leaders appear by choice of their team or by their skills and competencies. They promote joint decision making, willing to share with the organization everything they have in mind. |
| <b>Other aspects</b>             | Teamwork, participatory decision-making, dynamic organization chart, occupational risk prevention system, insertion of the disabled and commitment to society.   |

*Source: Own elaboration*

All this says a lot about the Irizar company, because it not only commits itself to its employees, but also to society and its environment. Favoring this way the commitment with the whole world and the image of the company. This gives your employees some confidence, since by showing such an altruistic vision, it provides great security when it comes to carrying out your work and managing your company.

## **7. CONCLUSIONS**

With this study, it has been shown that companies that take risks, that are capable of changing their entire organization for a new, more innovative model, obtain greater benefits. Not only those monetary benefits, but also benefits based on people, this type of rewards are reflected at the time of work, a person who has a good quality of working life, will do a good job, thus arriving to build an environment relaxed, where each individual can feel comfortable with the work they are doing. In this work has been studied the Basque company Irizar, known for its model based on people, has been able to reach the top of the sector thanks to the courage of the entire organization. His model focuses on keeping a satisfied employee, capable of developing his maximum potential within the company, to achieve maximum performance and continue to grow towards the top. Establishing with this, a commitment to the company, so that members who are part of it are clear that this organization is directed towards an innovation and continuous learning.

Thanks to this study we have seen how people can adapt to an environment if you give them the necessary time to do so. In addition, the training and promotion that continue in Irizar allows employees to acquire new skills without the need to leave their work. On the other hand, teamwork gives the person greater confidence when performing their tasks, as well as having the opportunity to evaluate each other, which facilitates communication throughout the organization. Eliminating competitiveness within a company is also important for everyone to be in harmony, which is why the flat structure that Irizar follows is essential for this type of model. Finally, having a shared leadership and not having schedules, generates some confidence to the employee so that they are able to increase their effectiveness until they reach the point of working more without schedules than with them. All the practices that Irizar follows, such as participatory decision-making or its dynamic organization chart, have not only improved the personal satisfaction of employees, but also of leaders or managers. Thanks to the trust that this type of practice generates, it makes the employees create a certain empathy with their work. Empathy is one of the main aspects in development, empathize with others can become the key to motivation and satisfaction within an organization. With it we can achieve maximum fullness, being the best at being ourselves. Get to the top next to our company, without stress or fear. Achieve that our job satisfaction, is reflected in our personal satisfaction, choose the right job, that suits your abilities to not return to work one more day in your life.



We live in a society where what matters is what you have and where you have come from throughout your life. By this I mean, that the education to which we have been subjected, has been based on a competitive model where the most important thing has been to be the best or reach a specific site, no matter how you have felt along the way. How many times have you compared your notes with those of your brothers? How many times have you been told that you should be like your partner? These types of questions that we unwittingly find ourselves willing to answer at some point in our life, are reflected over time in our work. Companies have always moved in competitive markets and the only thing that has mattered is to get the most out of them to get the best results. These organizations have been concerned with looking for the best machinery, the best strategies or objectives, without paying attention to one of the most important factors, the key mechanism to carry out all the possible improvements, we, the humans. This is reflected in people, in the way they live their lives, sickly ways where stress is the protagonist. We have been believing for many years that the most important thing is to make ends meet, get a good salary or ascend to the top. But what good is all this if at the end of the day people feel empty?

Fortunately, there are people who have realized this situation and have begun to change things, such as Frederic Laloux, a writer who has been observed a lot during this work, which explains how companies have been evolving, or Koldo Saratxaga, who has taken Irizar to the top taking into account the main factor of the company, the workers. Thanks to people like them or companies willing to take risks, the mechanisms have changed. Of course not all companies use this type of models, but at least some have tried, and it has been shown that with confidence and sacrifice, you can reach a balance, where employees can feel good, doing their job. As Laloux explains in his book (2014) and as has been said before, how many people excited about their work have ended up throwing in the towel? This is due to the number of companies that do not see beyond the benefit. Thanks to new evolutionary models has appeared over the years, many companies have been changing their way of managing human talent. Increasingly, the human factor has been gaining ground in organizations, thereby achieving the improvement of the quality of work. Companies are more concerned with risk prevention, internal promotion, relationships between people in the company, among others.

Thanks to all the sources of information consulted, it has been concluded that a society where the business world is more dynamic can be achieved. Where people are able to achieve their maximum achievements, being comfortable with their work, eliminating stress and any anguish that this can generate.

To achieve this type of model in all companies should change the model of educating society, that is, eliminate competitiveness in schools and even in the classrooms of the university.

### **7.1. Futures lines of research and work limitations**

It is necessary to continue studying these types of organizations, so that society sees how important it is to feel good about oneself in their work. As we have seen throughout this study, being well with oneself in your workday provides personal satisfaction to the individual. For this reason, it is essential to continue researching these issues. From my point of view, to be able to continue with these studies, it would be convenient to carry out work in education, either in schools or universities. That is to say, that students do their business study work but, conducting studies on this type of models, since it is very important that young people understand that a different type of organization than the current one can also be successful. In addition, to study these types of models more concretely, it would be convenient to carry out empirical studies, to observe the relationship of these practices with work performance, satisfaction and other variables that affect individuals within the work.

This work has been based on a literature review study, where its main sources have been secondary, whether books, academic articles, magazine articles and even blogs. Unfortunately it has not been possible to contact the company studied, since no response has been received, this has not prevented the work from being carried out, but it would have been very helpful to get a contact within the organization, to get to know the company in a more personal way and perform a more elaborate qualitative type of work, with interviews with company executive.

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