

## **Creating Conditions for The Development of Employees of Local Government Units as an Element of the Growth of Intellectual Capital on The Example of The West Pomeranian Voivodeship in Poland\***

Rafał MAZUR

West Pomeranian University of Technology in Szczecin, Faculty of Economics, Poland  
ORCID: 0000-0001-8828-5925

Correspondence should be addressed to: Rafał MAZUR, [rmazur@zut.edu.pl](mailto:rmazur@zut.edu.pl)

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### **Abstract**

The article analyses the importance of creating conditions for the development of employees in local government units (LGUs) as a key element of building intellectual capital. The study focuses on human capital in the context of access to knowledge, development opportunities, and motivational tools. Typically, researchers focus on the efficiency of commercial entities. However, this study examines non-commercial organizations. The research, conducted in selected LGUs in the West Pomeranian Voivodeship in Poland, reveals significant shortcomings in employee development strategies and highlights the need for a systemic approach. The article also presents methods such as coaching, mentoring, and counselling as tools to improve organizational efficiency and innovation. The research methods used in this article include documentary analysis, interviews, and observation.

The results of the survey confirm that, relatively often, supervisors do not give adequate importance to the development of employees, there is no proper climate in the organization and there is a lack of activities to motivate employees to improve their skills. In many local government units, trainings, courses are organized, but these activities are sporadic and have little connection with comprehensive staff development.

**Keywords:** intellectual capital, human capital, local government units, employee development, public sector, motivation, innovation