Management, Organizations and Society

Monograph

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Budapest, 2017

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CONTENT

FOREWORD

The book, *"Management, organizations and society"* was designed to make an overview on contemporary management issues and processes of different organizations with a special outlook on the most important problems and movements of the society.

The international group of authors presented a wide variety of topics from different countries introducing the challenges and changing needs of the members of the society such as individuals and groups, producers and consumer groups, public sphere and private sphere, young and elderly people, families, stakeholders etc., in the light of the continuous changes of our time

The first chapter provides an outlook on the situation of employees and employers in modern organizations, their relations and management questions of human resource.

In the second chapter, education is in the focus. How organizations may improve the skills and knowledge level of employees? What are the most recent tools of education that are available for universities and other educational institutions?

The third chapter gives a substantial overview on the changing habits, needs and challenges of the society in our time.

The book provides an important opportunity for students, academics, researchers and professionals in different fields of the economy: business sphere, education, public sphere and the wide public. We believe, that the work of the authors of this book will lead the reader to see whole progress, the challenges and problems and to envision the possibilities and opportunities for the future.

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CHAPTER 1

Employers and employees in modern organizations

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1.1. FACTORS SHAPING COOPERATION IN FORMAL ORGANIZATIONS AND INFORMAL SOCIAL MOVEMENTS

Summary

Interaction of people in the work environment is a complex social process and depends on many different factors. Both, managing modern organizations, as well as the social environment, researchers are trying to answer questions about the basis for the people and the factors determining its effectiveness. As it is more and more common to take initiatives based not on formal structures, but on an informal network of communities, particularly in the area of Internet, thoughts about the problem becomes a matter of comparison and to determine the differences between working in organizations and often forming ad hoc communities aimed at the production of goods or for mutual provision of services. Coordination and control of human behaviour in cooperating groups is associated not only with the system of authority, formal and informal norms of group, but also with confidence. Cooperation requires trust and may contribute to the development of trust.

To determine the conditions of cooperation in two different environments authors decided to adopt a number of research methods - interview survey in the case of formal organizations and participant observation and content analysis for informal social movement, generating a number of different communities' activities. The authors described research results based on their own questionnaire studies conducted among the workers of formal organizations and results of an analysis of the contents and results of an observation conducted since 10 years on the project society of Wikimedia.

Keywords: cooperation, confidence, human interactions, workplace

Introduction

Taking into account formal organization, it may be assumed that reaching the goals by the organization is dependent on the efficiency of the task forces (Robak and Sierpińska, 2009, p. 210). Nevertheless, together with the appearance of the phenomenon of global sharing information and knowledge via the Internet, informal communities of action began to develop (Bendkowski, 2009). Within this informal movement, the shaping networks of cooperation do not require to be managed by managers, which is important in case of formal organizations. In order to have the task force in the companies working effectively, the manager should be communicative, open to various problems, treat co-workers as partners and support initiatives presented by the members of the team. (Robak and Sierpińska, 2009, p. 211). In case of the projects created by the members of informal social movements' openness, partnership

and cooperation appear almost autonomously and automatically, nevertheless it is possible to cooperate between such type of movements and formalized organizations (Tapscott and Williams, 2008). Such kind of cooperation autonomy was defined especially for social movements creating project by the Internet and the meaning of the term „autonomy" seems to be insufficient for describing the sources of cooperation. It is still an open question, to what extent such way of cooperation could be transferred into the ground of formal organizations. Maybe such interpersonal relationships in these two work environments, different in terms of the technical means of communication, are intransferable, in relation to each other.

The issue that arouse interest among the researchers was comparing of the two work environments according to the various forms of cooperation. Appearance of the publications presenting the effects of the operations of online communities effected in the attempt to use the forms of cooperation used in the organization models. If the goods manufactured by the professional workers of an organization may be compared to the goods manufactured in the online communities, the key issue would be a question concerning the fact why the efficiency of the paid workers may be lowered that the results of the volunteers' actions. There also may be noticed that for the members of the online communities freedom and spontaneity in action is less import ant than professionalism and quality. In case of freedom, it means resigning from imposing of the quality framework for the manufactured goods and imposing of the way of action on the workers.

Identification of the sources of cooperation within the work environment

In case of cooperation among the members of online communities, there are some profits presumed coming from mutual improving of the products. The authors presume that the causative factor of the involvement is also satisfaction from cooperation. The prerequisite for each type of cooperation is the possibility of effective communication between the people participating in the certain project. With reference to the environment of the Internet it is highly debatable, that media, including mainly Internet, in case of the information society, contribute to manipulation of the recipients, which decreases their reliability (Golka 2008, pp. 129-132). Because of the fact, that information society at the same time becomes consumer society, the flow of information that everybody can use, unifies „the participants around the same values and tasks" (Golka 2008, p. 133).

Communicating therefore is not synonymous with communication. As shown based on the experimental research, people not knowing each other in person, but communicating via the Internet have poorer ability to assess emotions of the partner in this interaction (Wallace 2003, pp. 26-27). The research was focused on the initial interactions, and it may be assumed that personal acquaintance does not require direct face-to-face contact. The phenomenon of presumption has to be taken into account, which becomes an alternative towards generated by the industrial society division into producers and consumers. Presumption occurs while the difference between producer and consumer disappears, because the last ones share the produced goods with the others. (Gulik, 2013). It may be concluded that where the goods are produced together,

cooperation may be forced, regardless the environment. Hofmokl presents a list of conditions, providing coordination of activities towards common-pool resources:
- designated boundaries for the individuals using the resources;
- adaptation of the rules of using the resources to local conditions and needs;
- possibility of modifying (reinterpretation) of the rules by most of the members belonging to a given community;
- respecting by the superior (authorities) the rules created by the members of society;
- possibility to monitor the action within the system created by the society members;
- access to inexpensive methods of solving conflicts (Hofmokl, 2009, pp. 40-41).

Existence of the common resources, which become both goals and values of given societies, taking into account the use of given methods, may be defined as the next source of cooperation. It is worth mentioning that the rules and the ways of its sanctioning should be, by the members of society, divided fostering building of trust among each others. Some of the authors claim that informal rules, are often more favourable for cooperation, than formally established norms. (Kulesza, 2010, pp. 52-58). It seems that in such cases cooperation is possible only if it works together with sharing the mutual assets. In case of enterprises, usually (not taking into account enterprises in a form of cooperatives) the members of the teams are employers, therefore participating in the produced goods by obtaining them in the same way as other consumers do.

Consumer is only a passive participant on the market of the cultural goods (both tangible and intangible). This kind of culture L. Lessig describes as Read-Only Culture, with opposing Read/Write Culture, in which the individuals actively participate in a process of creating the text. (Lessig, 2009). Not only the access to common assets, but also participation in the process of its creation, may strengthen cooperation. Commonly produced goods are values, towards which the individuals may have the sense of common goal and sense of cooperation. Towards such already produced values they constitute various types of social movements, e. g. functioning in order to promote access to public assets, or creating Project such as Wikipedia, which millions of users participate. At the same time they become historically the greatest projects, in which people can cooperate in the global scale (Jemielniak, 2013, p. 16). In case of the enterprises, which most often work in the local scale, the equivalent of cooperation within global movement may be informal structure, in which significant elements are: „customary behaviour code, informal leader, system of values setting informal goal of a given group, informal sanctions influencing behaviour of the members of given group according to the intentions of this group (Robak and Bylok, 2009, p. 60). It is an open question, to what extent the way of functioning of an informal leader, who in case of small venture is the owner, is similar to spontaneously (bottom-up) appointed leaders within the global networks of cooperation. What is connected to that, whether the system of sanctions and the ways of solving problems, which is being created spontaneously, may be adopted to organization with the already existing, formalized structure? The structure of formalized movement is closer to the

market on which goods are being exchanged, and the participants of this exchange do not create plans for realization of an enterprise (Raymond, 1999).

The last source of cooperation may be a mixture of various factors, which lead to emergent qualities. Such situation is described by D. Tapscott and A.D. Williams (2008), defined as wikinomics. According to them, in the modern business the following values should be rejected: focus on the client, protecting of intellectual properties against being accessed by other subjects, focus on controls conducted by the managing staff, and local action with global thinking. At the same time there should be assumed the four rules of wikinomics: openness understood as sparing data concerning the company; partnership meaning resignation from hierarchical management style; sparing assets- in this case it means e.g. resignation from the full protection of intellectual assets and acting to global scale (Tapscott and Williams, 2008, pp. 40-55). In order to make the global cooperation possible, all of the above-mentioned rules have to be fulfilled. It may be assumed, that the main, initiating source of cooperation is here mainly the global scale and mass scale of engaging into various types of the enterprise.

Methodological perspective of the research

In order to compare the problem of cooperation within two various work environments- in the area of informal social movement and in the area of formal organization – it would be difficult to define methodology, that would be in both of this cases equally successful. The conclusion is that formal organizations are rather closed forms, also with reference to the researchers, who could conduct a participant observation. On the other hand social movement seems to be such an object, that may be examined more effectively by means of this technique, because of the openness towards „the strangers". It may be also assumed that conducting the research with the use of separate methods should allow to collect data possible for comparative analysis. Because of the fact that one of the most active social movements cooperation- oriented while creating goods are volunteers focused around the projects of Wikimedia Foundation, environment worth examining may be one of the local project of this foundation. In some specific language versions Wikipedia, belonging to the group of such projects, there work several to several thousands of volunteers. Because almost all action and interactions between the users of these projects are taken explicitly, the data collected as a part of a long-term participant observation, as well as analysis of the websites created by the users. The shares on their own websites (homepages) often present information concerning themselves and their attitude to the enterprise, in which they take part in. Additionally, on the dedicated websites – talkpages – the interactions while solving common problems may be observed. It seems to be more organizationally difficult to have the questionnaire study conducted. Frequent using the technique of questionnaire study causes an effect of saturation and the users take part in the next surveys less enthusiastically. (Kozinets, 2012, pp. 114-115). In order to illustrate specific situations connected with cooperation, there may be conducted the analysis of particular case studies.

On the opposite, in case of formal organizations, conducting the research is more difficult, especially with the use of the method of participant observation. Because of that it is more effective to use the method of questionnaire study (Gruszczyński, 2001, p. 7). Apart from the presence of an observer among the employees, it cannot be hidden, what is possible in the Internet Project. In this case it is also a problem to define the research sample. People taking part in the wikimedia movement do not originate from any specific environments, and joining the Project for them is often accidental. With reference to the fact that among the active members of the Wikimedia community, the greatest group is composed of the students, it was presumed that conducting of the survey study among the working students will allow to compare both of these communities. Taking into account the above mentioned difficulties, the authors have decided to use:

- their own questionnaire studies conducted among the workers of formal organizations,
- results of an analysis of the contents and results of an observation conducted since 10 years on the project society of Wikimedia.

In order to have the possibility to state the difference concerning cooperation of people within these two work environments, the following research questions were stated:

- Is there any difference in the type of cooperation with reference to their sources?
- Is the atmosphere of trust a necessary condition of cooperation, or maybe it is an effect of cooperation, if many network initiatives is based on trust, how about people, who did not have any contact so far?
- Which conditions have to be met in order to make cooperation leading to emotional, subjective perceiving everything as a source of pleasure and fun, which seems to be characteristic for the Internet action communities?
- Do the values, with which the organization personnel is identified, help to create the atmosphere of cooperation?
- What determined trust to the rules within various work environments?

Research results

The survey tests concerning cooperation within an environment of formal organization were conducted in April and May 2015. For the research analysis there were accepted 204 questionnaires filled up by the respondents. All of the examined people work in the enterprises employing 5 or more people, located mainly in the area of Silesian province, Lodz province and other neighbouring provinces. Among the respondents there were 132 women and 102 men. The respondents were mainly young people, at the age from 20 to 29 years, declaring mainly secondary or higher education. 113 of the respondents have been working in the current workplace for 2 years or shorter, in case of 56 people their seniority in the workplace was between 3 and 10 years; 23 people worked from 11 to 20 years; 11 people were employed in the same workplace over 20 years. Most of the respondents were employed in the small and medium- sized enterprises, only one for four respondents was employed in the large-sized enterprises. 31 people worked in the sector of industry, 12 in the building and construction sector,

8 in transport, 96 in the sector of trade and services, 14 in the institutions connected with education and healthcare, 28 in administration and 17 in other sectors.

In the analysed movement of Wikimedia, regulation of the forms of cooperation is referred to the internalized set of rules. It was assumed that also in the formal organizations one of the factors influencing the cooperation of co-workers is internalization of the organizational values. Respondents were asked to indicate among the nine values the ones that are considered to be respected in their workplaces and values internalized by them. The analyses of the research materials show that the greatest discrepancies between the workers' expectations and the values that may be realized within the organizations were connected with autonomy in decision – making and participation of the employees in making changes. For 41% of the respondents decision making was treated as their value, not the value of an organization, similarly for the 29% of the respondents - participation in introducing the changes was their value rather than the value of an organization. It proves that the need for subjectivity is relatively often not met in formal work environments. The problem of subjectivity also appears in the researched environment of Wikimedia. The way of functioning of the Wikimedia environment is based on freedom in participation of the users. Nevertheless, by the institutionalization of the action procedures, for the news the procedure of introducing changes in the cooperation rules is limited.

As shown by the survey analysis, the employees marked more often that the values important to them are not considered as significant by the organizations they work for, and it is more common than the reversed situation. Only several respondents marked the organization values, that were not their own. Table 1 presents detailed comparison of the values internalized by the employees and values respected in their work places.

Table 1: Compatibility of the values internalized by the employees with the values considered as important in their work place

Values	Internalized by the worker		Not internalized by the worker	
	Respected in the company (1-1)	*Not respected in the company (0-1)*	*Respected in the company (1-0)*	*Not respected in the company (0-0)*
Quality of the work results	184	9	4	1
Punctuality	183	10	11	3
Self-reliance in decision-making	109	58	8	22
Good relationship with the co-workers	155	39	2	2
Cooperation in the teams	143	33	9	14
Mutual support in a workplace	143	42	5	8
Mutual trust	151	42	3	2
Loyalty towards the superior	170	14	10	3
Workers' participation in introducing changes	93	81	9	14

Source: own calculations

In order to mark the conformity level towards the important values in the work environment, the researchers invented the following scale:
- a very high conformity level meaning that all of the presented values were important for both, employees and the company;
- high conformity level meaning that 7 or 8 among the presented values were important for both, employees and the company;
- medium conformity level meaning that 5 or 6 of the presented values were important for both employees and company;
- low conformity level meaning that 3 or 4 of the presented values were important for both, the employee and the company;;
- very low conformity level meaning, that only 1 or 2 of the presented values were important for both, the employee and the company;

In order to identify whether the conformity level influences the cooperation, the respondents' answers concerning their cooperation were compared to the above mentioned indicators of the conformity level. The results are presented in Figure 1.

Figure 1: Evaluation of cooperation of the workers vs. the conformity level towards the values N=194
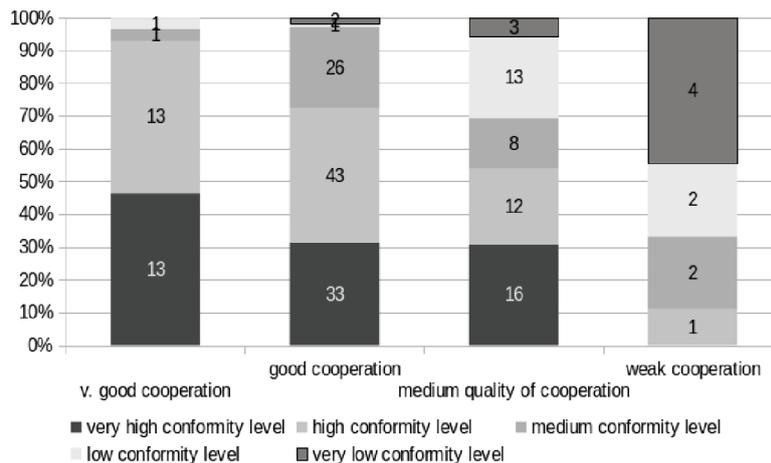
Source: own calculations

On the basis of the data presented it may be noticed that the more internalized are the organization values by the workers, the higher is the evaluation of their cooperation in a workplace.

The next analysed source of cooperation was trust towards the co-workers. As the research results show (illustrated in Figure 2) high evaluation of the cooperation is connected with the positive experiences in the relations of support from the co-workers, which is a significant factor creating trust. It should be highlighted that according to the respondents, trust built on the basis of the positive relationships, to the greater extent lead to cooperation, than unconditional trust. It means that in the work environment the positive experience of support is necessary in order to have the people trust each other and cooperate. It is a significant difference with reference to the environment of Wikimedia, in which unconditional trust towards people joining the

17

movement is taken for granted. Nevertheless, trust is verified during the process of cooperation, by evaluation of the user contribution to the process of creation of common goods.

Figure 2: Evaluation of cooperation of the workers vs. the sense of trust towards co-workers N=203
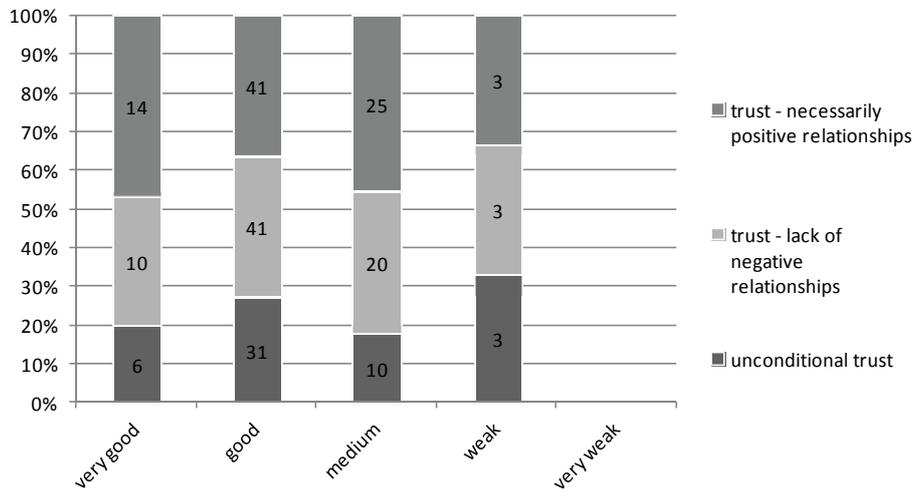
Source: own calculations

Figure 3: Trust as a value vs. sense of mutual support
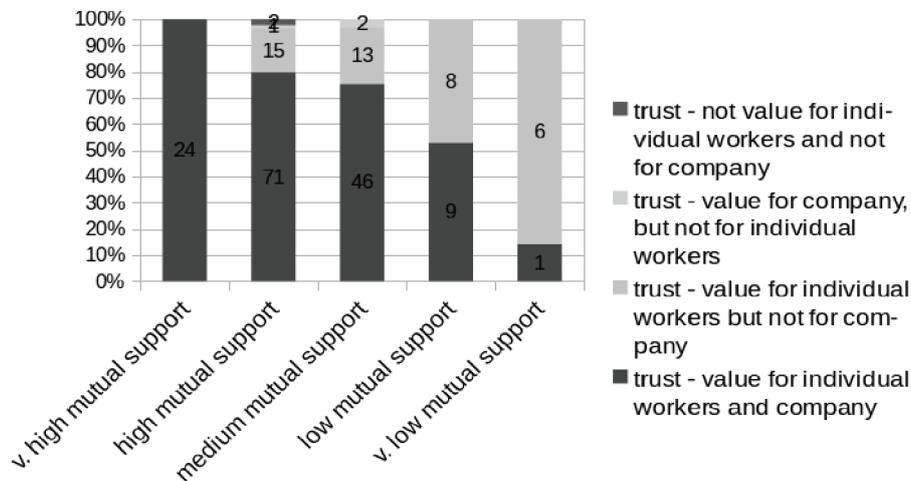
Source: own calculations

Trust is the value for both, individual workers and the company, in which they are employed, if there dominates the sense of mutual support and "sticking together". In the situation of lack of support, trust still remains the value of the employee, but he does not perceive trust as the value of the company (Figure 3).

In the environment of Wikimedia there was not examined the relation between the sense of cooperation with other workers towards the conditions of trust. Nevertheless, it was observed that together with appearance of conflicts, e.g. concerning the contents

18

published in Wikipedia, next frequent prosecutions concerning acting against the rules. If the escalation of the conflict takes place, it often leads to the situation in which some of the project participants leave the society with comments describing the community as untrustworthy. Especially, it concerns the conflicts with the members possessing the right to sanction the behaviours of others (e.g. removing them from the project). In the year 2011 there were some research conducted concerning the sense of trust towards the administrators of Polish Wikipedia. Analysing the questions asked to the candidate administrators it was noticed that the users ask more questions concerning the solutions of particular problems. It may prove the need for detailed checking of a given candidate in a situation of dealing with particular problems and finding solutions for them. At the same time, previous unconditional trust (in the initial years of existing of the project there were some cases of awarding powers "in absentia") now becomes strongly conditioned. Change in the frequency of a given type of questions is presented in Fig. 4.

Analysing cooperation of people in the work environment, there should not be skipped the question connected with communication. Therefore, in both, formal organizations and environment of Wikimedia the researchers analysed the notion of communication formalization, referring to the awareness of the relationships with other people within their work environment and sense of openness in a process of communication with others.

Figure 4: Increase in the number of questions concerning resolving of particular problems (being an evidence of the developing lack of trust) towards the general questions
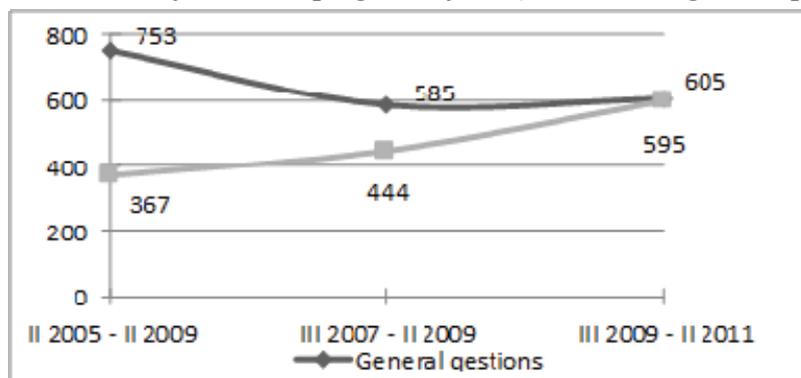
Source: own calculations published in (Jemielniak and Skolik, 2011)

In case of the questionnaire studies conducted among the workers employed in the formal organizations, what marked communicational openness was the responses of the respondents marking to what extent it is easy to express their own opinions. Whereas the indicator of the degree of informality of communication were respondents answers determining to what extent formal communication dominates over the "friendly" form. It appeared that both of the variables are rather independent, which is illustrated in Figure 5. In case of the analysed social movement it may be noticed that together with limiting of the openness in communication by the users, there takes place a switch to the formal approach in relationships. In the utterances there appear both polite forms, as well as ironic servility, which is in opposition to informal character of

the project and the accepted netiquette. Maybe adoption of the certain rules concerning communication forms fosters increase, or decrease in the communicational openness.

Figure 5: The degree of communication formalization within an organization vs. the sense of communicative openness of the employee
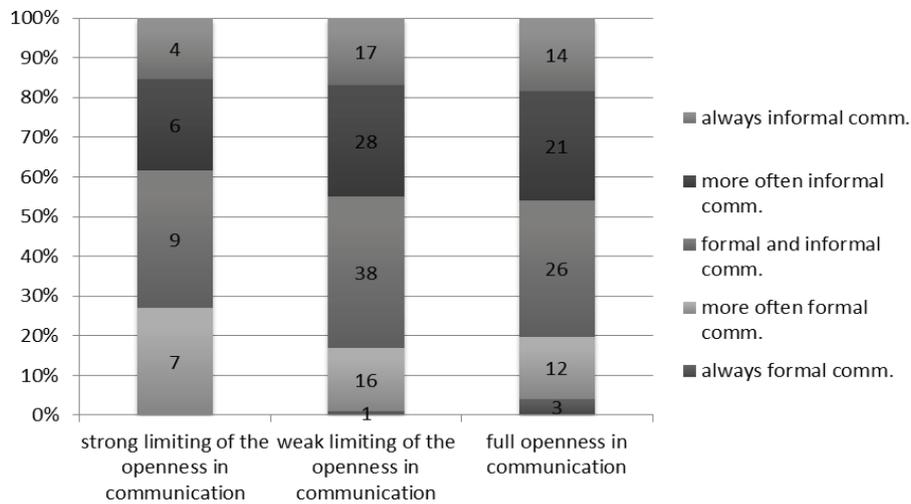
Source: own calculations

The research shows that informal communication fosters shaping of the informal relationships in a workplace. Whereas the level of communication formalization does not influence building of formal relationships (Figure 6 and 7).

Figure 6: The level of communication formalization within an organization vs. informal relationships between the workers
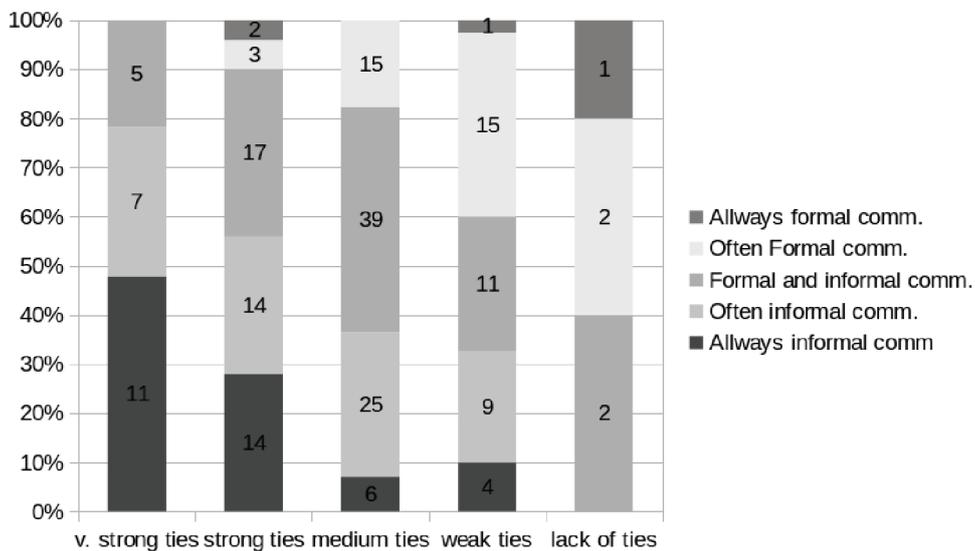
Source: own calculations

Figure 7: The level of communication formalization within an organization vs. formal relationships between the workers N=204
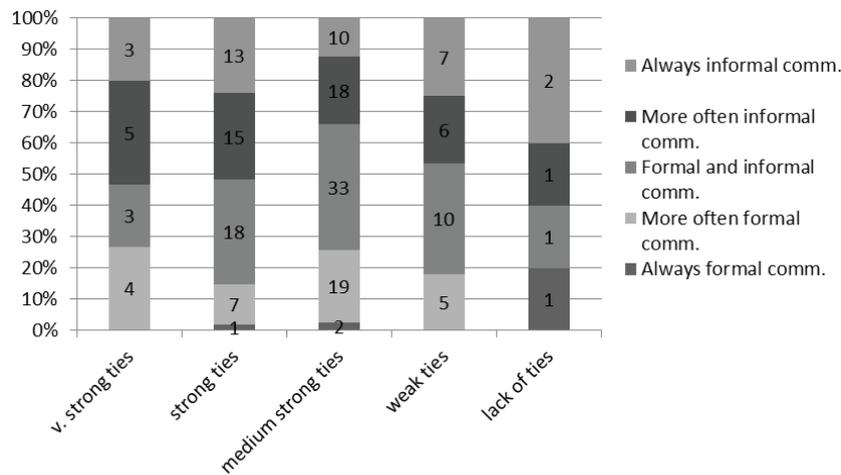
Source: own calculations

The last problem analysed in terms of the issues connected with cooperation within work environment is the attempt to determine the socio- demographic variables, that could influence cooperation.

In the analysed social movement, the elder people to the smaller extent were positively set towards informal forms of communication. The problem may be connected with the difficulties in accepting the rule that the person should resign from the polite forms (or formal forms) regardless the age, or social position outside the virtual world. It turns out that it is not only the issue of the environment itself, but also among the organization members, the younger people take formal way of communication more often, which is illustrated in Figure 8.

Figure 8: The level of formality of communication within an organization vs. the age of the respondents N = 157
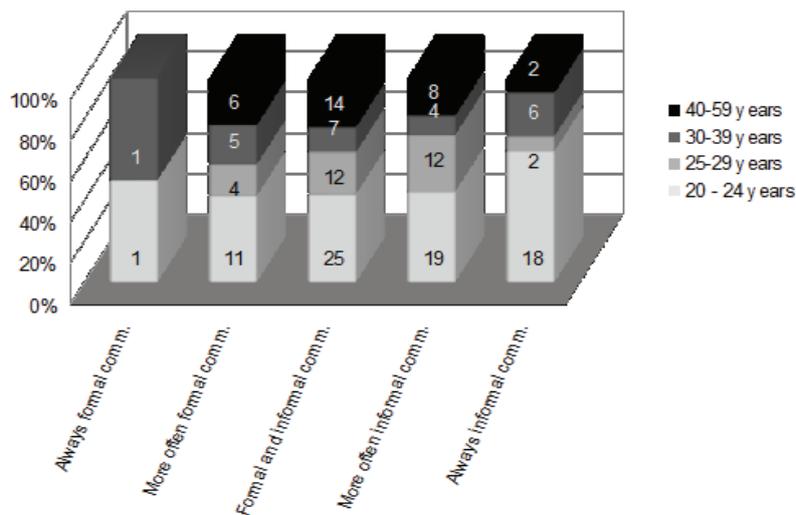
Source: own calculations

Because, as presented above, the conditional trust replaces unconditional trust in the environment of Wikimedia, the dependency between the work seniority and perceiving the workplace as fostering the atmosphere of fun was also analysed. Figure 9 presents the results of the comparison of both these variables. As it may be noticed, the longer is seniority, the less often the job is connected with the atmosphere of fun. It may be explained as an effect of routinisation of the activities.

The similar phenomenon may be observed in the initiatives by Wikimedia. The longer they last, the less often they are described as pleasurable, besides less people are involved in creating the new ones. The more the co-created project is treated as professional, the smaller is the acquiescence on the spontaneous action and deviations from the accepted standards. Increasing number of standards additionally makes the structure stiffer and lowers the spontaneity in action.

Figure 9: The frequency of feeling by the respondents the atmosphere of fun in the workplace with respect to their seniority N = 203
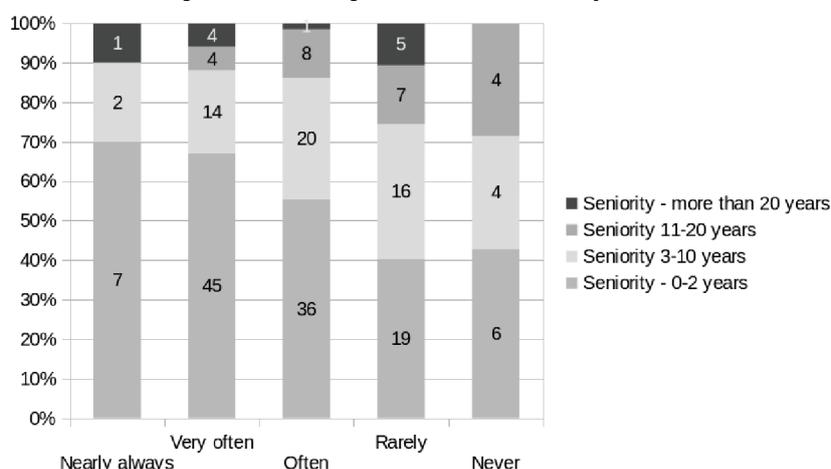
Source: own calculations

An example may be an increase in the number of standards marking "encyclopaedism" (minimal conditions that have to be met in order to have the term located in the encyclopedia) for the terms included in Wikipedia, that was presented in the Table 2.

Table 2: Increase in the number of the new criteria for encyclopaedism in the years 2006-2011

Years	Elaborated criteria for „encyclopaedism"	Created suggestions of „encyclopaedism"
2006 – 2007	4	17
2008 – 2009	8	9
2010 – 2011	3	7

Source: own calculations

Research conclusions, limitation and perspectives

With relation to the issue of cooperation of the examined workers of the formal organizations, the following conclusions were formulated:
- the more internalized are the values of the organizations by the employees, the higher is the evaluation of cooperation in a work environment;
- the need for subjectivity is relatively often not met in the formal work environment;
- high quality of cooperation is connected with positive experience of relations of support from the co-workers, building trust;
- trust built on the basis of the positive relationships to the greater extent leads to cooperation, than to unconditional trust;
- informal communication fosters development of interpersonal relationships in a workplace, formalized communication does not influence shaping of the factual relationships.

Limitations of presented studies are mainly related to methodological difficulties arising from the diversity of the two analysed work environments and a small attempt of conducted survey.

Presented issues certainly do not cover a broad spectrum of issues and problems concerning cooperation. However, considerably more research is needed to gain additional insight into the problem. Despite the fact that many researchers undertook search for an answer to the question which factors impact on effective cooperation of people, this is still an open area for exploration. Dynamically changing work environment constitute an incessant challenge to explore issues of cooperation. Comparison the functioning of formal organizations and informal social movements is one of many possible analyses of cooperation in the context of the modern information society.

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Joanna GAJDA

1.2. THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY ON THE MANAGEMENT OF THE EMPLOYMENT SPHERE IN A MODERN ORGANIZATION

Summary

For some time, one can observe a growing interest in business management concept involving deliberate action focused not only on financial gain but also on wider interests of society. Demand for knowledge of the corporate social responsibility makes this subject so current that it can be integrated into this article. Nowadays, the environment of organization is characterized by volatility, forcing it to focus on its resources and on achieving goals. Due to unpredictability of environment, organizations recognize the problem associated with acquiring and maintaining necessary human resources. From management perspective, putting the principles of CSR into practice involves understanding and integration into organization's management strategy changing social expectations, based on continuous cooperation with stakeholders of the organization. One of decisive factors contributing to the realization of its priorities are employees. The concept of CSR has many areas that are within the range of current activities of the organization. One of them is human resource management. The main objective of this article is to discuss certain aspects of social responsibility, including the internal functioning of this concept. It shows different strategies of a socially responsible organization in the field of employment.

Keywords: corporate social responsibility, employment, personnel policy

Introduction

Business is not a closed off world, it has a social dimension and because of that its actions should take into account interests of individuals and groups interacting in various ways with the organization. It has been a long-standing belief among entrepreneurs that the prerequisite for maintaining a competitive edge is not only to pursuit profit maximization, but also the need to accept commitments to employees that are considered to be the most important interest group. Without them, the organization cannot function and manufacture products, and thus make money.

Organization must therefore take effort to integrate social issues into field of employment, so that they are not an addition to its economic activity but a coherent part of a development-oriented management of the organization.

The concept of corporate social responsibility

The concept of corporate social responsibility is not foreign to modern organizations. Considerations of social responsibility should not be separated from questions to determine what it is. Basing on literature review, it is relatively easy to see that corporate social responsibility is comprehensively defined. According to L. Karczewski responsibility is „dutifulness, willingness to bear the consequences of their actions, solidarity and integrity. Responsible is someone on whom you can rely, the man responsible is a guardian, so to speak, who cares about the people entrusted to him and tangible goods (...) business and responsibility should therefore have a lot in common (Karczewski, 2008, p.113)".

According to R. Nowak-Lewandowska socially responsible organization is one that knowingly and voluntarily accepts moral responsibility and obligations to internal and external interest groups, and especially to employees on whose the prosperity of business depends (Nowak-Lewandowska, 2009). Activity of organization focused on workers largely determines the success of company. How the organization is perceived in external environment depends on how entrepreneurs treat their subordinates. On the open market, employees and their behaviours differentiate companies from each other. People are the foundation of effective implementation of strategic tasks; and successful companies are those that make the right strategic and organizational choices, all the while adapting the organizational culture to expectations of, inter alia, internal stakeholders, so that the organization's management strategy can be effectively implemented (Rok, 2004).

Corporate Social Responsibility is inextricably linked to ethical issues. An important element of ethical attitude of organization should understand the consequences of its own decision, bearing the responsibility and respecting common interests, even if it would lead to short-term reduction of profit (Jończyk, 2009). Acting according to ethical standards enables stakeholders to build trust in organization, and thereby build a leading position in its market segment and strengthen competitive advantage. Being responsible means accepting not only legal obligations but also ethical, even such as care for employees or the environment, so that these values can become an added value to the product.

Socially responsible activities in the internal activity of the organization

At present, organization's activity, when taking into consideration corporate social responsibility, should be concentrated on internal issues and refer more broadly to issues in area of employment. Speaking of responsibility in area of employment, we should first determine what it means. It is based on creating procedures that include HR policy and functions of human resource management in particular. Corporate Social Responsibility, during staff employment, should be reflected in recruitment and selection of staff, which are fundamental elements of human resources management strategy. Realization of the mission and tactical and operational objectives of organization, as well as quality of other elements of human resources management,

depend on the effectiveness of said procedures (Balewski, Bartkowiak, Janowski, 2008).

Organizations are searching on labour market, looking for suitable candidates for the job. They aim to arouse interest and willingness to work in candidates when they are informing them about conditions of work (Gableta, 2006). As noted by S. Borkowska, whether the company has significant human resources, capable of development and training, depends on careful selection of employees. It is also a determinant of whether there is a possibility of optimizing efficiency and cooperation of the staff (Borkowska, 1985). Selection of employees has a strategic character and that means that it is closely linked to the general strategy adopted by the organization and strategies including Personnel Management (Masłyk-Musiał, 2003).

As part of socially responsible behaviour, it is necessary to undertake carefully and thoroughly planned actions, so that employment process can be perceived in category of justice and responsibility. Organizations introduce selected procedures, based on human rights and workers' rights. One of tools used to implement those rules is the SA 8000 norm, which contains tips for recognition of skills, fight against discrimination, prejudice, and internal cooperation in employment process.

Organization of work for a single employee is taken as a sign of socially responsible activity. This area brings a combination of relevant priorities - determine how to allocate tasks and provide resources to perform these tasks, namely workers, their working time and competence (Skowron-Mielnik, 2008). Organization of work, in subjective approach, comes down to revealing the essence of work, its importance for human development, and thus for success of the business. According to the idea of a subjective approach to organization of work - work cannot only have a material dimension; it cannot be anonymous and impersonal. Work creates professional, moral, ethical, intellectual and spiritual standards of an employee (Birski, 2006).

In socially responsible organizations, care for employees manifests itself, inter alia, in determining working and wages conditions. Responsible work conditions are meant to enable the maintenance of balance between work and private life through flexible forms of work, care for employee's professional development, physical and mental health.

An important aspect of responsible management in field of employment is to determine conditions of pay. In the course of employment, the employer should honour the arrangements as early as at the stage of recruitment. They have a crucial impact on further course of work. Even as little as being truthful about duties of given position ensures the employee that promises will be kept and elicits a sense of security that he was not deceived (Kalinowska, 2012).

A sign of growing awareness of importance of corporate social responsibility is development of employment strategies that takes into account the care for employee during the period of social-professional adaptation. Process of adaptation to a new place of work is considered an undervalued area of human resource management. However, work results of obtained staff depend on quality of that process (Niedzielski, Walkowiak, 2000). M. Dale notes that the process of introduction to the organization is accompanied by a process of inclusion understood as build rapport, trust and reliability that allows us to gain acceptance of colleagues and helps us work well with them

(Dale, 2006). Inclusion of a newly recruited employee to the organization in a non-confrontational manner enables him to accept and prepare to take a new role and combine career plans with development of the organization (Jamka, 2001).

In the process of social-, professional adaptation an important role is played by specialized support from the management. Support can take two forms - coaching and mentorship. The essence of coaching is to provide an aid to newly employed, and such aid should be based on a fixed relationship between qualified coach and employee. The main objective of this assistance is to provide necessary information concerning the functioning of the organization. Coaching initiates professional development of a man, which shows itself in striving to improve the performance and forming of appropriate attitudes, and results in achievement of success at work (Ciekanowski, 2012). An example of another method of raising performance that is based on internal development and focusing on forming specific behaviours is mentorship. This method differs from coaching in its long periodicity of implementation, during which the mentor is not limited to improving employee's behaviour but also focuses on taking care of employee's professional career (The Wall Street Journal). There are two types of mentor. One is a mentor, who plays a strategic role during adaptation, and his thinking takes into consideration the whole organization. He is basing on assumption that there are unwritten rules in the organization, which cannot be found in brochures or learned during training sessions, and only mentor is able to give that knowledge to employee. The second type of mentor is a keeper, who does not limit his thinking to only one organization, and is called an employment counsellor. His task is to prepare an individual path of development of his mentee (Żarczyńska-Dobiesz, 2008).

Creation of development opportunities may be one way to keep staff and build potential for future. From the perspective of balanced management, reliable assessment of employees and clear and regular feedback may be mentioned as crucial (Bugdol, 2010). For newly recruited employee, organization should prepare a different process of assessment than the formal one, which is carried out twice a year. An important element of employee assessment system is an evaluation interview, which allows getting feedback on the employee's progress in accomplishing objectives and on his interactions with colleagues. Basing on feedback an employee will be able to prepare proper self-evaluation (Żarczyńska-Dobiesz, 2008). According to M. Sidor-Rządkowska (2001) assessment should address following issues: difficulties encountered by an employee while performing tasks assigned to a given position; well-being and overall impression of workplace; cooperation with team members. These actions are not reduced to continuous monitoring of workers but are focused on tackling difficulties and establishing daily contacts with employees to get to better know them (Forsyth, 2006).

Organizations that provide employees with professional development have influence on employee's development path. According to an innovative approach to self-development, both employee and organization take responsibility for employee's career. Employee must concretize his own desires and abilities. Using employment counsellor services will help him understand what kind of training he needs for further career development. Whereas the organization determines its own needs and expectations. For the sake of employee's development, some organizations use

programs to find employees with special talents, who are quickly promoted or are moved to appropriate positions. Among the most commonly used programs are the ones that allow to take care of employees that are determined to implement an individual career plan, to enable them to participate in training and improve vocational qualifications (Zbiegień-Maciąg, 2007).

Relevant to promoting CSR is an approach that will help to include employees in bilateral relations to enable joint responsibility for development of organization. It is the social dialogue that helps to strengthen the relationship with employer, which in turn increases the chance of proper expectations management. Dialogue and commitment of employees is a guarantee of transparency of decisions taken by the company and has a positive impact on its internal and external perception (Forum Odpowiedzialnego Biznesu, 2015). A technique to involve employees in current activities of the organization is management by objectives. It assumes involvement of employees in achieving objectives at all levels of management. These objectives are to be integrated with general policy of the organization, and to enable employee to organize their work and monitor effects of work. These objectives are used in motivation programs, employees are familiar with them, and realization of individual ideas is associated with reward. All rewards are pre-determined and communicated to employees, and are positive reinforcements aimed at encouraging them to make an effort (Beck-Krala, 2008). Through involvement of employees in this type of activity, they are encouraged to take responsibility and to participate in the life of the organization. It is worth noting that a culture of openness underpins responsible leadership, wise manager showing attention to the possibility of disclosing potential of subordinates understands that investing in workers' trust makes it possible to gain something in return (procontent, 2015).

An important role in CSR is played by activities focused on supporting employees during their dismissal. The organization should aim to reduce the number of dismissals of staff, mindful of negative consequences, namely deterioration of organization's image, intensification of conflicts, excessive workload, a deterioration of customer service (Zieliński, 2014). Faced with staff reductions, organizations offer outplacement activities including support not only for dismissed worker but also for employer, who is helped in preparations of the program of dismissals (Forum Odpowiedzialnego Biznesu, 2015). If staff reduction cannot be avoided, employers use following solutions (Procontent, 2015):

Companies offer their employees meetings with coaches (during which the participant formulates his goals, strengths and redefines his position in labour market), trainings and recommendation programs in which candidates' CV is sent to personnel consultancy agency. As practice shows, such programs are popular among corporations that derive from foreign experience, and large and medium-sized Polish companies that want to help workers find themselves in the labour market. Such actions will help dismissed workers gain new skills necessary to find a new job and self-motivation, allowing to effectively rebuild their lives.

Another convenience for employees who leave the workplace is severance pay that is higher than the one guaranteed by labour law. In some cases, employers extend the notice period. Responsibility during employee dismissals is not limited to benefits, it is

29

also aimed at preparing the employee for the process of leaving the company. It is considered good practice to provide support to the staff and effective internal communication by HR department.

Conclusion

Social responsibility in the area of employment is considered very important. It suggests the need to focus on making socially responsible initiatives, especially to employees. Because of their strategic role, corporate social responsibility should be manifested in securing interests and meeting the demands of that group. From the point of view of positively perceived organization, a happy employee is an employee who will involve himself in promoting the company and will be motivated to increase the efficiency of his work. According to implemented activities within corporate social responsibility in area of employment, organization is engaged in development of specific procedures for personnel policy, and especially various functions of human resource management, which are the process of recruitment, selection, motivation, evaluation and dismissal of employees. Employment strategy should also take into account the care for employee during social - professional adaptation, and it can be manifested by providing support to newly recruited employees.

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Tadeusz WRONA

1.3. PUBLIC SERVICES IN LOCAL GOVERNMENTS WITH THE EXAMPLE OF THE CITY OF CZĘSTOCHOWA

Summary

This study discusses the problems of management of public services in local governments provided by budgetary entities and commercial law companies. Based on the author's own experiences, the analysis focused on the services in terms of housing and public transportation. The opportunities for the use of the systems of quality management, environmental management and work safety in the area of services managed by local government of the city of Czestochowa in Poland were also emphasized. The analysis of owner supervision of the local government over municipal companies was also carried out in the context of the most recent results of control in local governments.

Keywords: local government, organization and management, municipal management, management systems

Introduction

Implementation of commonly available public services and continuous improvement in their quality is the most important mission and essence of activities in local governments. Meeting collective needs of the local government community belongs to internal tasks of *gminas* (gminas are principal units of territorial division in Poland), and, in order to perform them, gminas are allowed to establish organizational entities, especially in the form of budgetary entities, budgetary institutions and commercial law companies (limited liability companies, joint stock companies, limited partnerships and partnerships limited by shares), conclude contracts with other entities, also together with other local government entities.

Gminas are allowed to establish commercial law companies outside the area of public utility and join these companies only if the needs of the local community are not met in the local market and the unemployment present in its area significantly affects the standard of living of its inhabitants as well as when disposal of the municipal property that might represent non-financial contribution of gmina to the company or managing this property in another way causes a substantial loss for the gmina.

The function of general meeting of shareholders in sole shareholder companies owned by local government entities are performed by executive bodies of these entities. The companies with shares owned by local government entities have supervising boards.

The basic characteristic of public services is responsibility of public administration for organization of services in a manner that ensures its continuity and stability. This

means that service recipients can be certain about constant meeting of their collective needs, regardless of the economic conditions (Miszczuk, Miszczuk and Żuk, 2007). Common availability and improved quality result from efficient management of services by public administration entities that care for ensuring conditions for effective performance of these services based on the standards and the specific market of service providers (eds Zawicki, Mazur and Bober, 2004).

Public services concern a broad range of categories as shown in Table 1.

Table 1: Classification of public services

Groups of public services	Categories of public services
Administrative services	Issuing documents at the request of a customer, excluding administrative decisions, permissions and concessions
	Introduction to the register (database) of the data obtained directly from customers
	Issuing permissions and decisions as defined by the Administrative Procedure Code
	Issuing permissions and concessions connected with business activity regulated by the state
Social services	Health care
	Education
	Culture
	Physical culture and recreation
	Social assistance and care
	Housing
	Public security
Technical services	Transport: services and infrastructure
	Water management: water supply and wastewater piping
	Waste management and maintaining order and cleanliness
	Cemeteries
	Energy supply (power supply, gas supply, heat supply)
	Public greenery

Source: (Zawicki, Mazur and Bober, 2004).

The following premises for the choice of individual forms of business activities can be determined:

- budgetary institutions for the entities with relatively small scope of activities and for non-profit activities that are characterized by high social sensitivity to the level and quality of services provided,
- commercial law companies for the entities that provide paid services for relatively greater range of activities, those which require the involvement of the capital for new investments and those with modernization and restructuring character,
- civil law contracts for provision of services allow local government entities to give up direct activity in the market of municipal services through public-private partnership (ed. Zalewski, 2007).

A key problem in the field of providing public services by local governments is their ability to make analyses of unit costs and determine quality parameters that are related to these costs (Borowiec, 2007).

Quality of performance of public services can be determined through evaluation of their efficiency, effectiveness and availability using the measurements of the indices that correspond to the subject of services (Wańkowicz, 2004).

Public services: management and outcomes with the example of local government of the city of Czestochowa, Poland

Assuming that strategies and programs are the basic instrument of control of local development and performance of public services, the local government in Czestochowa adopted strategy of city development, a long-term investment plan, land use study, 23 sectoral operating programmes (e.g. programmes for environmental protection, waste management, revitalization, public transportation, housing, informatization, supply of electricity, heat and gas etc.).

Public services are provided by the entities organized in various forms as: budgetary entities (City Hall, schools, kindergartens, nursery schools), budgetary institutions (City Road and Transport Authority, City Sports and Leisure Centre - MOSIR, Municipal Cemetery), commercial law companies: limited companies (City Transport Company, Czestochowa City Company - CzPK, Housing Management Department - Social Housing Association), joint stock companies (Wastewater Treatement Plant - OŚ Warta, Regional Development Agency - ARR), cultural institutions (theatre, philharmonic hall, museum, Gaude Mater Culture Promotion Centre), independent health care institutions (Municipal Polyclinic Hospital), gmina associations (Municipal Gmina Association for Water and Sewage Systems, with Czestochowa and nine gminas in the region associated, being the founding body of the Water and Sewerage Company of the Czestochowa Township – PWiK).

The system for quality management ISO 9001 implemented in 2004 in the City Hall and the adopted objectives for activities aimed at quality management had significant effect on Czestochowa local government institutions (half a year before, the ISO 9001 was obtained by PWiK as first). This certificate was also obtained by: MOSiR (2005), CzPK (2006), Municipal Cemetery (2006), City Road Authority (2006), ZGM TBS (2008), ARR (2006) (Wrona 2011).

Three entities implemented integrated management systems:
- PWiK obtained in 2004 the certificate of Integrated Quality Management System: Environment, after implementation of standards PN-EN ISO 9002:2001 and PN-EN ISO 14001:2005.
- CzPK obtained in 2006 the certificate of Integrated Quality Management System: Environment - Safety, after implementation of standards PN-EN ISO 9001:2001, PN-EN ISO 14001:2005 and PN-N-18001:2004,
- Oś Warta obtained in 2009 the certificate of Integrated Quality Management System: Environment - Safety, after implementation of standards PN-EN ISO 9001:2001, PN-EN ISO 14001:2005 and PN-N 18001:2004 (Wrona 2013).

The most important investments implemented in the area of activities of the above entities was programme for modernization of water and wastewater management including modernization of the wastewater treatment plant, building the water treatment facility, 70 km of sewerage system and rain collector and building of the Waste Management Plant.

Management of housing resources

The instruments used by gmina authorities to control development of local housing and municipal resources include strategies for housing development, many-year programs for management of housing resources in the gmina, rents and rental policy and policy for privatization of municipal housing resources (ed. Zalewski, 2007).

The following objectives were defined within the housing policy adopted for the city of Czestochowa:
- preparation of lands for housing for all investors in housing development,
- creation of the housing resources in the gmina to meet the needs of households with lower incomes through various forms of housing (e.g. rental housing) and rationalization of residential policies for current resources.
- containing the decapitalization of housing resources,
- revitalization of current systems of residential housing;
- improving the effectiveness (continuation of the system reform) of management of housing resources in the gmina,
- improving the standard for services provided to tenants,
- creation of the financing system for housing management in the gmina aimed at balancing revenues and expenditures with regard for external sources of finance,
- adaptation of post-industrial and service development in the areas with housing function (Strategy and housing policy 2004).

On behalf of the city of Czestochowa, the functions of management of housing resources are performed by the commercial law company ZGM TBS, with the city of Czestochowa having 100% shares.

ZGM TBS manages buildings which are municipal property and its activities include in particular:
- maintenance of building, houses and commercial premises with surroundings of these areas in proper technical and aesthetic state,
- subcontracting, through tenders, of renovation, repairs and maintenance of housing resources in the area of lessor responsibility,
- concluding contracts for rental for housing and commercial premises,
- management of buildings that represent the property of natural and legal persons.

The decisions extending the scope of activities of standard authority, concerning e.g. property, investments and management of housing resources are regarded as competencies of gmina (Many-year program for management of housing resources 2004).

ZGM TBS has concluded the contracts for management of joint property with 334 housing communities that represents the property of the City and persons.

The program which is complementary to housing policy is Municipal Revitalization Program (2005) adopted as a set of many-year activities in the economic, social and land development areas that leads to revival and activation of districts that are being degraded. The directions for their revitalization were adopted with respect to the opportunities for increasing the number of workplaces in service sector, containing social degradation in the areas affected by the consequences of restructuring of the industry and renewed management of post-industrial areas (Wrona, 2014).

Another objective for development of housing in Czestochowa is building flats for rental within the Social Housing Association, oriented at middle-income social group who cannot afford buying the flat in the free market. The effect was building TBS district with 414 flats (following the national-level architectonic contest).

Another outcome of the activities in the area of housing was also the renovation of the whole Dźbów district (37 council buildings) and elimination of low emission and supply of gas to this district and construction of four buildings with social flats.

A problem for management of housing resources is maladjusted structure of owner supervision, with its characteristics being multi-level structure, very high number of participants in the process of management, presence of several types of organizational relationships (double subordination) and the related division of competencies and responsibility (ed. Zalewski, 2007).

Management of public transport

Transport policy was adopted by defining that the aim of transformations and development of the transport system in Czestochowa is to improve the efficiency and safety of moving people and deliver of goods while limiting the negative effect of transport on the environment. Modernization and development of the transport system should be aimed at stimulation of economic development and spatial order and improvement in the image of the city as a centre with national importance and world religious centre.

The specific goals were:
- ensuring the effectiveness of city functioning with growing level of motorization,
- improvement in quality of public transport,
- improvement in parking conditions,
- limitation of negative effect of transport on the environment, including noise and air pollution,
- improvement in road traffic safety,
- improvement in economic transport effectiveness (Transport Policy, 2004).

Priorities were determined in the integrated plan of transport development and the principles for implementation of transport policy in the City were defined. This aim is closely related with current financial plan and system of management of the City, cooperation with neighbouring gminas and coordination of the activities with related domains (road maintenance, traffic organization).

Current system of public transport is based on the activity of the MPK company, with the city of Czestochowa being the owner with 100% shares. Urban communication is financed from the revenues on the tickets (80%) and surcharges from the city (ca. 20%), that represent buyout of concessions defined by the City Council (Integrated Plan, 2009).

The effect of implementation of the plan for public transportation development in Czestochowa was extension of the services of rail transport through e.g. modernization of the tram line traction system (4.7 km), purchase of new tram rolling stock as well as replacement of the bus fleet (purchase of new 28 buses) and introduction of e-ticket and IT management system.

According to the plan, the public transport system was also reorganized through separation of the function of public transport organizer from the function of carrier (previously it was MPK that determined the scope, range and standard of services, performing the role of contractor and supervisor of these services).

Conclusions

Management of public services in local governments should be based on thoroughly prepared strategies and plans with regard for the objectives and analytical studies (both internal and external), evaluation of the effectiveness of activities through confrontation of the aims planned with the aims achieved and quality expected with the quality achieved and on the analysis of unit costs of services.

There are more and more areas in the municipal management where business approach should be used, including risk assessment, profit analysis, financial engineering, which determines the rationality and effectiveness of the specific investment activity. However, this involves important problems due to the deficit of ability to cooperate at all the levels of public management and lack of knowledge and experience in the field of business approach among the most of the political leaders (also in local governments) (Kulesza, 2012).

The Minister of State Treasury in 2007-2013 disposed (free of charge), to the local government entities, stocks and shares in 88 companies, including 74 sole shareholder companies of the State Treasury. The audit revealed that this had a positive effect on the effectiveness of performance of tasks, which are essential for local communities and improved the effectiveness of supervision over these companies. One effect of municipalization was also improvement in financial standing of the companies involved. Municipalization of companies allowed for more effective and more economical performance of internal activities of local governments and more effective management of the property owned by these companies (Information P/13/056, 2014).

Furthermore, in Łódź Voivodeship (Information P/13/1602014), municipal companies satisfied collective needs of the local government communities but they were additionally active outside the area of public utility and did not demonstrate sufficient diligence in terms of economic and financial results and effectiveness of operation. Municipal companies had difficulties with adjustment to changing market conditions. The supervision over municipal companies by gmina (city) authorities had primarily passive character and focused on formal activities i.e. appointing and dismissal of the

members of company authorities and approval of annual reports on company activities. The supervision was carried out in an incompetent manner in many areas.

No transparent principles for supervision were developed in local government entities, including the method to carry out technical supervision and economic and financial supervision with respect to the companies and the principles of cooperation with authorities in the companies combined with the goals in the economic and technical areas. This resulted in delayed measures taken towards municipal companies which obtained negative financial results.

It is necessary for local governments to take measures to organize the area of municipal companies, including:

- determination of the principles (standardization) for performance of owner supervision with regard to the companies with participation of the local government, including effective monitoring and competent assessment of the activities of municipal companies,
- determination of ownership policy with respect to the companies supervised,
- starting initiatives aimed at privatization of the companies that are active outside the area of public utility.

Increasing the efficiency of management and effectiveness of supervision over companies is possible through ensuring transparency of selection of properly prepared people for members of supervisory councils, carried out within open procedure.

Available financial data point to a little important aspect of cooperation between local government entities during performance of municipal tasks (ed. Hausner, 2013). Less than 1% of overall revenues of local governments is transferred based on the agreements (concerning mainly transport). Agreements with gminas have become a source of finance for road investments in many powiats (powiats are principal units of territorial division in Poland of the second level). Cooperation with local government entities during performance of public tasks in commercial law companies is often necessary for performance of the tasks in terms of public transportation, water and sewerage management and waste management. Legal regulations for supervision of such activities are also necessary. Current owner supervision is performed only through the personal relation i.e. participation of the members of supervisory boards in these companies. Local government members of supervisory board should be related with the instructions of the proper decision-making body. An analogous solution should be implemented with respect to each local government entity that acts separately with respect to the local government. Wherever an entity does not have the supervisory council, the instruction should be addressed to the manager or board in the entity.

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Sergey A. VINOGRADOV

1.4. MEASURING OF THE LABOUR MARKET SUCCESS OF GRADUATES OF THE SZENT ISTVÁN UNIVERSITY

Summary

Graduate Career Tracking System (GCTS) surveys are well-known and widely accepted tools to follow up careers of the graduates and to evaluate their opinion on their jobs and tasks. This survey also may explore how the graduates think about the usefulness of their skills and competencies they gained during their university studies, how these competences are accepted by the labour market.

This case study is based on surveys carried on by the Graduate Career Tracking System at the Szent István University (SZIU) in Hungary. In the survey not only the classical economic indicators – such as wages, chance of becoming employed and the average time until starting the first job after graduation – were examined, but also some other factors like the link between the current and past job and the qualifications awarded, job satisfaction in various aspects of work, the technical part of the work, wages and benefits were also considered. The target population was analysed not only by the field of study (agricultural sciences, economics, engineering, teachers training, and liberal arts) but also by training level (BA/BSc, MA/MSc) as well.

According to the survey results, it is concluded that the graduates of Szent István University are more satisfied with the personal circumstances and the content of job, less satisfied by their opportunities of professional and career development, and they are least satisfied with their wages.

Keywords: labour market success, Graduate Career Tracking System, higher education, Principal Component Analysis, logistic regression model

Introduction

The Hungarian higher education has undergone several changes since the beginning of the 2000s. The three most important challenges are the decreasing number of students, the changes of the educational system (known as Bologna Process), and the uncertainty about the future role of the state in educational finance (Sipos and Kuráth, 2013). The Bologna process was implemented in European Higher education system in the academic year of 2006-2007. The main aim of the Bologna Process was to develop the European Higher Education Area, with a transparent and comparable educational system. The training became two-tiered (Bachelor and Master courses) in most of the study programs, with a flexible credit system, which allows a wider cooperation of the European countries in the field of higher education. (Sipos and Kuráth, 2013). One of the main aims of implementation of Bologna Process in European higher education system was to promote student mobility, the multicultural character of education and

to support the modernization of education and training systems to make sure these meet the needs of a changing labour market. This is especially important in our times, as the young generation was also affected by the economic crisis and during the recovery the proportion of jobs requiring high skills grows, and the demand is shifting as structure of economies is changing (EC, 2015). Because of this and the increasing competition between universities every university need to get a clear picture about the success of their graduates on the labour market.

Higher educational institutions recognized the importance of gathering information about (and from) their graduates in order to assess and improve institutional quality, monitor employment outcomes, develop new programs and curricula. In many countries, graduate tracking systems were established at national or sub-national levels to provide information on graduates and their career paths. In a recent study, graduate tracking systems in ten countries have been analysed in terms of their authors, purposes, scopes and methods (Usher & Marcucci, 2011)

There is an increasing number of researches working on finding suitable indicators and measurement technical things to give the required information and graduate tracking systems were also used for assessing institutional performance and institutional benchmarking. (Garton and Robinson, 2006; Joensen, 2009; Storen and Aamodt, 2010; Boden and Nedeva, 2010; Chowdry 2013; Varga, 2013; Veroszta, 2013; Mijic and Jankovic, 2014; Krawczyk, 2015).

This paper shows an alternative methodology and its application based on the experiences of Szent István University, Hungary.

Szent István University, is one of Hungary's largest institutions of higher education, was founded in 2000 by the merger of the University of Veterinary Science in Budapest, Ybl Miklós Technical College, the Teachers' Training College of Jászberény and the University of Agriculture in Gödöllő. After the recent structural and institutional changes, the SZIU has eight faculties with more than 14 000 students. The university headquarters are located in Gödöllő, At the Gödöllő Campus, there are three faculties, the Faculty of Agricultural and Environmental Sciences, Faculty of Economics and Social Sciences and the Faculty of Mechanical Engineering. In Budapest, there are three faculties: Ybl Miklós Faculty of Architecture and Civil Engineering, Faculty of Food Sciences, Faculty of Horticulture and Faculty of Landscape Architecture. Faculty of Economics, Agriculture and Health Studies has three campuses all of them located in the Southern Great Plain region (Békéscsaba, Szarvas and Gyula). The education programmes cover all the three levels of the Bologna system: the university provides a wide range of Bachelor and Master courses, and has eight doctoral schools. Most of the courses have a full time and a part time educational system as well, and many programmes (Bachelor, Master and PhD level) are educated in English for foreign students.

The labour market success of graduates is most often measured by the higher level of wages after being more educated. The multi-dimensional aspects of labour market success have also been underlined by former researches (EC, 2015; Veroszta, 2010). Of course, labour success of young employees should not be measured only by salaries and better jobs, there are multi-layered indicators available. According to the

suggestions of the European Centre for the Development of Vocational Training (CEDEFOP) the following indicators are used:

1. Transition from education to work;
2. Employability: on average, how likely it is that they will find a good and meaningful job after graduation;
3. Unemployment rate and probability of becoming unemployed;
4. Relationship between wages and educational attainment;
5. Qualification differences: discrepancies between graduates' level of education or skills and the level of education or skills required by their job (CEDEFOP, 2010).

Material and methods

In 2010, the Szent István University (SZIU) joined the national central system named the Graduate Career Tracking System (GCTS). Since 2010, an on-line survey (amongst students and graduated) has been carried out by the university.

This case study is based on surveys carried on, by the Graduate Career Tracking System (GCTS) in 2013, 2014, 2015 and 2016. The population of the sample was represented by those students who graduated in the previous year and have an active status at the labour market at the time of the survey. Students who continue their studies and are registered in a regular programme, are on maternity leave, or are having inactive status – i.e. inactive, dependant etc. were excluded from the research.

In 2013, 333 graduates, in 2014, 343 graduates, in 2015, 478 and in 2016, 395 graduates were active in the labour market and were selected into the sample. Thus, the total number of the graduates' sample was 1549 persons. For the evaluation of the expected and real wages the students with active student status were also included into the research, the number of the sample of SZIU active students at the time of the survey in 2016 was 1371.

In the case of numeric variables, the lowest 2.5% and the highest 2.5% values were discarded form future analyses. During the analysis, the differences in the structure and overall level of labour market success were examined in the sub-populations formed by group creating factors. In the course of the research, the following statistical methods were applied: chi-square test, independent samples t-tests, one-way ANOVA, Principal Component Analysis, logistic regression models, generalized linear models. Statistical processing of data performed by the IBM SPSS 22 software package.

Results and discussion

Based on the results it can be stated that the labour market success of new graduates in could be indicated not only by wages but also by other factors, such as time for finding the first job and the link between their qualification and their profession. These results are in accordance with former researches of Varga (2013) and Vinogradov et al. (2015).

In spring of 2016, 83.5% of those students who graduated in 2015 had a job. According to defining labour market status, 5.6% of them were unemployed. Other

students have not had a job yet, because of starting further university studies (8.6%), having children (1.6%) or some other reasons (0.7%).

At first, the objective factors of labour market success were examined, such as average wages, time until getting the first job and the percentage of graduates who are employed in their chosen academic fields. Based on the results of the independent samples t-test (p <0.01) significant difference was shown between the two levels of education (BA/BSc, MA/MSc) only at the field of economics from the four examined fields of study (agriculture, economics, technology and others). It is worth to conduct additional studies as those students who graduated in the field of economics in the SZIU can expect better wages with (MA/MSc) Master's degree, compared to the BA/BSc degree (Figure 1).

Based on the result of the one-way ANOVA (LSD post hoc test: p<0.01) it is verified by statistical analyses that in case of technology field of study the graduates earn significantly more money than those students who graduated at agricultural and other programmes. At the Master (MA and MSc) courses the average wages of students graduated as economists exceed the wages of students graduated at agricultural and other fields of study. The average wages of students of the study field of technology is significantly higher (ANOVA, LSD post hoc test: p<0,046) when compared to the agricultural field.

Figure 1: Average wages, job finding times and percentage of graduates who are employed in their chosen academic fields in the case of graduates of the SZIU in 2015
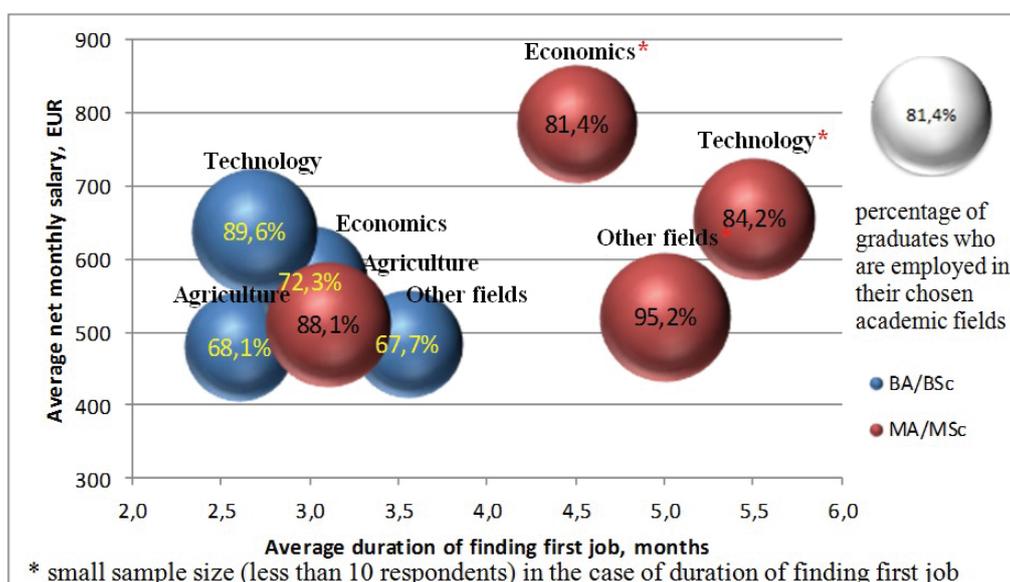
Source: primary research by the authors based on survey by "GCTS" SZIU in 2016

Based on the results of the one-way ANOVA (p>0.05), it can be stated that– in case of the BA/BSc degrees – there is no statistically significant difference between the fields of study in the average duration of finding first job after graduation.

In case of Master programmes (MA/MSc) the statistical analyses for the variable called 'Duration of finding the first job' could not be performed because of the small

number of the sample. It shall be noted, that this question is relevant only for those students who started to find a job after graduation. 39.5% of the SZIU students who graduated in 2015 have already had job at the time of graduation, while 14.9% have not searched a job as they continue their studies or because of other reasons. Only 45.6% of freshly graduated SZIU students searched for job after graduation and 43.1% could find the first job in one month. Therefore, the question was related for only 25.9% of all graduated students.

These results should be worth to compare with recent researches on the entrepreneurial attitudes of university students (Veciana et al., 2005; Thorp and Goldstein, 2010; Gibcus et al., 2012; Farkas and S. Gubik, 2013; Illés et al., 2015; Szerb and Trumbull, 2015, Dunay et al., 2015.), as their results indicated that many of the students would prefer to work as entrepreneur.

The results of the chi-square test (p=0.013) showed a significant difference between the fields of study in the percentage of graduates who are employed in their chosen academic fields. A higher proportion of students with Bachelor degree at technology field found a job at technology industry. In case of Master students, there were not significant differences between the fields of study and the jobs connected to the given profession fields. In the case of agriculture (p=0.040) and other (p=0.012) fields of studies a significant difference was detected between two the two levels of education (BA/BSc, MA/MSc), namely that graduates having Master's degree found a job at their own profession field in a significantly higher percentage (illustrated by the size of the circles in Figure 1).

In the next stage of the research the expected and required wages drafted by the respondents of the GCTS survey (i.e. active students) were compared to real wages declared by the students who graduated in the previous (2015) year (Figure 2).

Figure 2: Salary requirements and expected wages of the active students of the SZIU according to the average wages declared by graduates in 2015, by field and degree of study
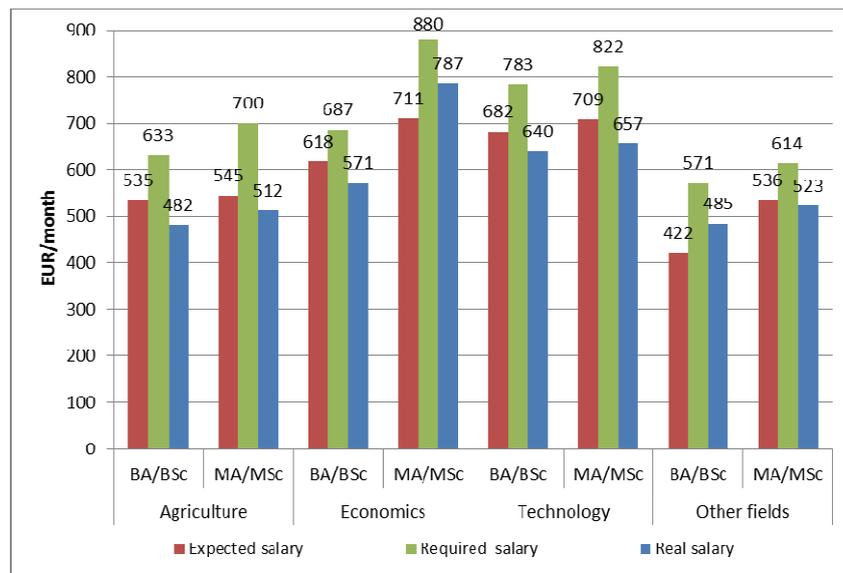
Source: primary research by the authors based on survey by "GCTS" SZIU in 2016

Based on the results of the Mann-Whitney test (Table 1) only in case of the BA/BSc degree in other fields of study significant differences can be found between real and expected wages, namely, real wages are lower than the expected wages. Required wages significantly exceeds real wages, except in MA degree in economic field, where significant differences cannot be detected because of the high dispersion of values.

Table 1: Mean difference between real and expected or real and required wages in case of students with active status and graduates of the SZIU

Differences between real, expected and required wages	Fields of study							
	Agriculture		Economics		Technology		Other fields	
	Degree of study							
	BA/ BSc	MA/ MSc	BA/ BSc	MA/ MSc	BA/ BSc	MA/ MSc	BA/ BSc	MA/ MSc
Mean difference between real and expected wage	-16.7	-10.1	-14.5	23.6	-13.3	-16.1	19.7[*]	-4.0
Mean difference between real and required wage	-47.0[**]	-58.5[**]	-36.0[**]	-29.2	-44.6[**]	-51.4[*]	-26.6[*]	-28.3[*]

[*] the difference is significant at 0.05 level, [**] the difference is significant at 0.01 level

Source: primary research by the authors based on survey by "GCTS" SZIU in 2016

The success of graduates in the labour market has been measured by indicator system, which we summarized in Table 2.

It should be noted, that the elaborated indicator system is eligible for using the labour market success of the higher educational programmes, and not for the individual success of the graduated students.

In order to be classified into 'Success' category, all 'Indicators of success' should be fulfilled, whereas the criteria of classifying into the 'Non-success' category was the presence of at least one 'Indicator of non-success'. There were 1549 graduates in our sample, among them 64 respondents (4.1%) met fully the criteria system of labour market success, 841 respondents (54.3%) were classified into the 'Non-success' category.

It should be underlined that the classification into the 'Non-success' category do not mean the failure of the fresh graduates at the labour market. For instance, in aa special case, the graduated student would be grouped into the 'Non-success' category however he/she is among the most successful graduates based on the objective criteria (wages, job finding period) and he/she would be satisfied by the working conditions, but the job would not be connected his/her education and knowledge level.

Table 2: Indicator system measuring the labour market success or failure of higher education programs in the case of SZIU

Dimension	Indicator of success	Indicator of non-success
The way from the education to world of work	Getting a full-time job during the GCTS study or finding a job within four months after the graduation	Lack of job for the period after the graduation till the time of the GCTS survey or finding a job later than six months after graduation
Wages	Top 25% of the rank of the wages	Bottom 25% of the rank of the wages
The current labour market situation	Employment status is permanent and indefinite	----
Connection (link) between professions and jobs	The job is connected to the diploma or the specialization and the knowledge and skills achieved during the studies are used at least to a medium extent in the current work	The knowledge and skills achieved during the studies are not used, or used at a minimum extent in the current work
Employee (job) satisfaction	Top 25% of the rank of six aspects giving ratings scale scores by 4-grade Likert-scale	Bottom 25% of the rank of six aspects giving ratings scale scores by 4-grade Likert-scale

Source: primary research by the authors based on the indicator system compiled by
Vinogradov et al. (2015)

Factors affecting the labour market success/not-success of higher education programs examined by Binary Logistic Regression model (Table 3).

Table 3: Factors affecting the labour market success (Binary Logistic Regression model)

Factor	p-value	Exp(B)
Educational field: economics (ref.: agricultural)	0.246	1.652
Educational field: technical (ref.: agricultural)	**0.012**	**3.085**
Educational field: other (ref.: agricultural)	0.087	0.298
Educational form: MA/MSc (ref.: BA/BSc)	0.167	1.553
Result: pass (ref.: very good)	0.582	1.970
Result: satisfactory (ref.: very good)	0.635	0.834
Did he/she also obtain his/her degree directly after the pre-degree certificate?: Yes (ref: No)	**0.043**	**2.037**
Has he/she learned abroad during the study: Yes (ref: No)	0.072	2.129
Labour market status during the study: full-time employees (ref.: full-time students)	0.094	2.331

Nagelkerke R Square = 0,648, n=874

Source: primary research by the authors based on survey by "GCTS" SZIU in 2013, 2014,
2015 and 2016

A further analysis was focused on job satisfaction of entrant workers. According to the data of the survey examined three years, the entrants were the most satisfied with the conditions of personnel, materials and substantive parts of the work and were the least content with income and benefits (Figure 3).

Figure 3: Job satisfaction of certain aspects by giving scale scores in average
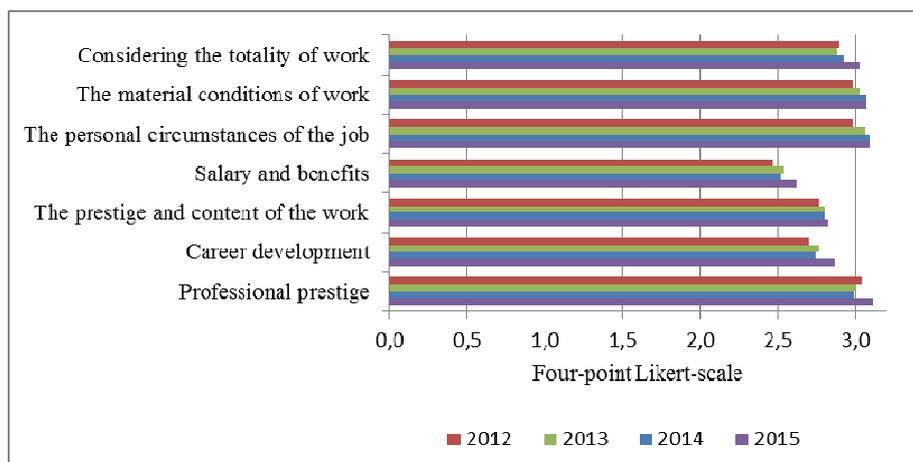
Source: primary research by the author based on survey by "GCTS" SZIU in 2013, 2014, 2015 and 2016

They were less satisfied with career opportunities at the beginning of their professional career linked to career challenges. The average was not on the negative side of the four-point scale in any dimension at all. Based on answers of certain aspects of job satisfaction, an overall rating indicator has been created by the principal component analysis. The authors say that that the principal component as standardized numerical character is the most suitable to make a summary characterization about the job satisfaction.

The last steps of the analysis were to establish the linear regression model in order to identify factors that influence job satisfaction. Aggregate principal components measuring job satisfaction (Table 4.) are the target variables of models, the explanatory variables of model, the dichotomizing range of quality properties and natural logarithm of the net wage from the main job per month.

Table 4: Job satisfaction aggregated measured by principal components examined in 2012, 2013, 2014 and 2015

Point of view	Year			
	2012	2013	2014	2015
Career development	0.781	0.788	0.834	0.815
Professional prestige	0.817	0.847	0.816	0.802
The prestige and content of the work	0.775	0.825	0.812	0.808
The material conditions of work	0.714	0.785	0.786	0.783
The personal circumstances of the job	0.774	0.787	0.782	0.794
Income, benefits	0.675	0.728	0.708	0.716
KMO	0.829	0.856	0.844	0.876
Bartlett's test	p<0.01	p<0.01	p<0.01	p<0.01
% of Variance	57.36	63.05	62.53	61.94

Source: primary research by the authors based on survey by "GCTS" SZIU in 2013, 2014, 2015 and 2016

Based on a determination multiple coefficients of linear regression models (Table 5.) we can conclude that the established models can only explain a small part of the job satisfaction among new graduated students of Szent István University.

Table 5: Variables of job satisfaction standardized beta values in generalized linear models

Explanatory variables+	Year			
	2012	2013	2014	2015
Net wage per month (ln)	0.088	0.196	**0.310**[*]	**0.381**[*]
Educational field: Economics (ref.: agricultural)	0.168	**0.560**[*]	-0.375	0.066
Educational field: Technical (ref.: agricultural)	0.118	0.256	**-0.483**[*]	-0.527
Results, average: Excellent (ref.:good)	**0.527**[*]	-0.105	0.270	0.360
Did you learned abroad during the study: Yes (ref.: No)	-0.054	0.379	**0.722**[**]	0.095
What extent do you use that knowledge in your work, which you learned during your studies: Not at all (ref.: Totally)	**-0.954**[*]	-0.252	-0.536	**-0.723**[**]
What extent do you use that knowledge in your work, which you learned during your studies: A little bit (ref.: Totally)	**-0.582**[*]	-0.095	-0.338	-0.653
R^2,%	20.7	9.2	11.7	16.2

+ The table contains only information of the significant impact variables.
[*] the difference is significant at the 0.05 level, [**]the difference is significant at the 0.01 level
Source: primary research by the authors based on survey by "GCTS" SZIU in 2013, 2014, 2015 and 2016

In four years examined the effect of different factors were proved to be significant of job satisfaction. Those students who achieved outstanding academic results in 2012, they were more satisfied with their jobs. The fact that the graduates were unable to use their professional skills in their job, it is significantly reduced their job satisfaction.

Those students who graduated in economic fields in 2013, they were more satisfied with their jobs compared to graduates in agricultural fields. The positive effect of monthly net wages on job satisfaction is significant only amongst graduates in 2014 and in 2015. Among the same students graduated in technical fields were less satisfied with their jobs compared to graduates in agricultural fields. This fact should be considered in the formulation of new training curricula (Daróczi and Illés, 2014). The participation of foreign studies has a significant positive effect, which can only appear amongst students graduated in 2014.

Based on the results of empirical research the effected factors were not significant:
- Educational levels (BA/BSc, MA/MSc),
- Forms of study (full-time, correspondence),
- Working status during the studies (studying while working, "full-time" studying),
- Measured variables of support from the family:
- Education level of mother (graduated, not graduated), Relative financial situation of the family *(Much worse than the average − Average − Slightly better than the average − Much better than the average)*.

49

Among the explanatory variables there were indicators measured not only the over- but the under qualification as well.

Over-qualification means when new graduates get jobs with less expectations compared to the education of their own. The results of the survey amongst graduated in Szent István University a year ago, has not been confirmed that over- and under-qualification could have less influence on job satisfaction.

Conclusions

The survey results of graduates in Szent István University have been confirmed by the results of national representative surveys based on the Graduate Course Tracking System in 2011 (Kiss, 2013). It is typical of graduates of Szent István University too that they are more satisfied with the personal circumstances and the content of job, they are less appreciated for their opportunities of professional and career development, and they are the least satisfied with their incomes. The common denominator is the main component, which can explain more than half of six variables variance measuring job satisfaction. The monthly net wages are relatively not so significant compared to other aspects of job satisfaction. Considering the job satisfaction factors used by linear regression models, we can say that the results are not in line in every aspect with the results of two surveys. Unlike the results of a national study, we have not statistically demonstrated that over-qualification could cause decreasing effect on job satisfaction amongst graduated in Szent István University.

The determinants of labour market success of graduates have been evaluated by the binary logistic regression. Based on the results of empirical researches, we can say that students who graduated in technical fields have 18 times greater chance for success in labour market, compared to graduates in agricultural fields. Having Master's (MA/MSc) degree provides 3.2 times greater chance for success in labour market compared to having BA/BSc degree.

Those students who continue their studying while working, they have 17.6 times greater chance for success in labour market compared to "full time" learning.

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1.5. CAREER MANAGEMENT IN DISPOSITIONAL GROUPS – THE CASE OF THE PROFESSIONAL SOLDIERS

Summary
Professional development represents an essential problem for institutions and a big challenge for employees. Careers paths are plans of employee's development in the institutions that employ them. Career cannot be regarded as achievement of high professional position although it is often considered as such. In the case of dispositional groups, vertical mobility consists in the transfer of employees in the area of workplaces at the same management level. Furthermore, mobility in the horizontal direction involves moving employees to both lower levels of the organizational structure i.e. (relegation) and to higher levels (promotion).

Keywords: dispositional groups, human resource management, promotion

Introduction

The development of the employees is a very significant issue for institutions as well as big challenge for the employees. In every type of work, people use knowledge which is created in the initial stage of at schools of different types and levels. This knowledge is later a basis for future development in organizations where people take up employment The term "a career" is assumed in sociology as the aggregation of professional roles played by the individual in different stages of his/her life. We can say, a career means the advancement, stability, and also degradation.
The concept of career has derived from Latin carrera, which means – a race, a run or a road. In sociology, a career is a term which pertain to the sphere of the objective social facts – to the change of the social positions of the individuals, in general, from a lower position to the higher one.

Career in dispositional groups

Janusz Sztumski indicates that "the concept of career is referred to the vertical mobility" (Sztumski, 1997, p. 87), and it means "the process of rising in the social hierarchy, for example due to achieving the higher position in varied spheres of social life" (Sztumski, 1997, p. 87). Also according to Bauman a career is a term referring to a certain sphere of objective social facts concerning change of social position of an individual, usually from a lower to a higher one. (Maciejewski, 1014, p. 74). Thus, the career is described as the sequence of the following activities executing within the

scope of professional activity. The term defines the mobility of individual and indicates to his or her social advancement (Maciejewski, 2014, p. 74).

In case of dispositional groups, the horizontal moves are based on passing of the employees from one position to another, which are at the same level of hierarchy. On the other hand, the vertical movement involves transfer of an employee both to the lower level of organizational structure, what is degradation, and to the higher level related to the advancement.

The set of the above-named moves of employees – primarily the horizontal transfers and the advancement – create so-called career path of the employee, that is the way the employee from the first appointment through the other posts, numerous roles and duties, up to the expected top position, which is a goal of employee's career.

Nominations of the particular members to the given official posts, transfers and dismissals in the dispositional groups belong to the capacity of the superiors. On the other hand, the nomination, appointment, transfer or dismissal of a soldier or an officer occurs in the form of the act of personal appointment to the position, and as such is an administrative decision, so it is based on general rules of the Code of Administrative Proceedings. Furthermore, the nomination or appointment of particular person to the official posts depends on the level of education achieved, for example the secondary or higher education diploma, and on acquiring special professional qualifications based on a professional training, a specialist course or higher vocational studies, as well as the practical experience which is the time spent in the particular dispositional group.

Nowadays, in the days of great social mobility, the professional possibilities can be enriched by the experience of professional work not only from Poland, but also from different European countries. It also relates to the persons belonging to the professional uniformed services.

In the current market economy, in which the great importance is attached to the professionalism and in which it also appears the conviction about the great significance of professional success, we can see the tendency to taking actions aimed at the development of professional qualifications. It obviously affects the professional career. There are a lot of attempts to show the conditionings of professional career.

With respect to the above we should consider as very relevant the remarks of S. Ossowski that "the hierarchy of the social roles occur in the places where the entire system of positions is institutionalized, the way of transferring from one position to other is established, and privileges and responsibilities connected with every social role are clearly specified" (Ossowski, 1986, p. 22) . In the other words: career means the realization of professional path by achieving higher and higher position.

The career can be also perceived in a moral or ideological dimension. The moral dimension manifests itself in the subjective opinion on people consciously aiming at achieving the success, who are called careerist. In the ideological dimension it is represented by life and professional success, which is sought in socio-political conditionings supporting the career.

Planning of development of an employee in dispositional groups

The career is also supported by the human resources policy conducted by the management. It involves a variety of activities undertaken by the management, aimed at eg. the preparation of selected employees presenting outstanding results or abilities to move to more responsible positions. The process of employee career proceeds from the moment of hiring to the company until the leaving from the organization and, therefore, it can take up to several decades, and its effects have a significant impact on the quality of work (Suchodolski, 2004, p. 152).

Planning of employee development is an integral part of personnel planning in particular dispositional groups. It also plays an important role in management. On the one hand, it may facilitate the development of the employee through getting benefits by the organization and on the other hand, the employee himself has got a possibility of getting satisfaction from performing work.

By the professional development one can understand the activities aiming at preparing them during the time of the employment in an organization to performing work and occupying the post of higher responsibility.

In the context of personnel management the dynamics and direction of development are determined on the one hand by the aims of an organization and on the other hand by the needs and aspirations of the employees. Therefore in order to increase the effectiveness of activities oriented on the professional development of the employees in an organization this process has to be individualized an include the employees engagement.

The aims related to the Professional development of personnel may be reached in two ways: one way leads through concentration on the individual development of particular employees of an organization, and the second way involves implementing the systematic program of the development of the whole social potential of an organization.

From the start of employment of an employee in an organization the process of his professional development starts and it finishes with his leaving of an organization. This process can last tens of years and its results definitely impinge on the quality of performed tasks. Thus, the organizations noticing the importance of this element of personnel function try to manage it intentionally and shape it for the realization of strategic goals.

Career management includes the following processes:
- defining the career paths in an organization – setting the sequence of posts including the requirements of their occupying wherein the requirements should concern the skills, knowledge and practical experience gained on the following posts;
- anticipation of career – monitoring of the free job posts resulting from the planned and unplanned leaving from work, creating new posts and choosing the candidates to hold the posts;
- career planning – matching the development possibilities of employees to the future needs of an organization, providing all necessary information to the employees concerning possibilities of professional career;

- career advising – providing assistance of proper people from the personnel department concerning the choice of career paths, career planning or advising. It is often provided during one-day workshops of professional career;
- help in professional development – training of the personnel, surcharges to the higher education; granting a leave for studying, personnel movement inside an organization. (Szałkowski, 2002, p.86).

Professional development of an employee in practice often is presented by the career development plan. It shows at what time the employee is likely to meet the different positions in the process of his career, of course, when provided certain requirements related to professional development. There are several requirements taking into consideration during creation of the career development plan. They can be divided into three issues: (1) description of the type and level of qualification desired; (2) description of necessary work experience of the employee; (3) requirements related to the results achieved by the employee in the implementation of his previous tasks.

In our time, people want to fully independently create their own future. This also applies to their careers. Undoubtedly, the conscious and deliberate creation of one's career is related mainly to the interests of an employee. It is not surprising that the employees are trying to choose the best to his or her path. They strive to achieve self-fulfilment and job satisfaction for everyone looking for attractive positions and roles in different social structures.

To achieve these objectives, it is necessary to have adequate moral and social skills. Furthermore it needs constant striving to deepen their knowledge and skills and maintaining pro-social relationships and contacts (Rybak, 1998, p. 153).

Effective career management of the personnel is a subject of accurate diagnosis of qualification of the potential of individual employees. Based on the results of evaluations one can also carry out activities related to the improvement of human resources and the use of appropriate promotion policy. Wise procedure for evaluating of employees also affects the degree of integration of the group. Thus, evaluation of employees is one of the main element of the process of development in the social structure (Listwan, 1999).

The starting point for the proper planning of employee's development is to understand his or her aspirations, ambitions, achievements, strengths and weaknesses, and then confront them with the person's professional preparation, skills and knowledge. Only on this basis one can predict the further development of the employee.

This forecast is based on the assignation of the „path" of the promotion/career, in other words, on the planning of the order of achievement of various positions and setting the necessary requirements. This applies to the types of the work, the needs for training, acquiring new skills and length of service in a given position.

Setting the requirements in relation to the employee is important, because any change of the position should be the result of fulfilment of the pre-established conditions. More transparent and clear they are, the greater role in motivation they have. Planning of the development of an employee brings the following benefits (Maciejewski, 2014):
- satisfies the needs of employees' development;
- enables to increase the use of talents;
- leads to the increase of the loyalty of the employees;

- motivates the employees;
- satisfies the needs of a dispositional group for a properly qualified personnel.

Planning of the employee's development is also based on the commitment of himself / herself in the process. People who wish to achieve a specified position in the institution should define his or her own strategy, which is a vision of co-creation of the career, the objectives they aim, and the ways how to achieve them.

An important role in planning of the human development is played by the motive, which is a conscious stimulus, inducing the given person to a specific behaviour. It is assumed that they are hypothetical states within the human mind to activate person's behaviour to reach a particular purpose.

According to the Edgar Schein one can distinguish the following universal motives (Maciejewski, 2014, p.77): professionalism; management/leadership; autonomy and independence; safety and stability; creativity and entrepreneurship; idealism – sense, truth, sacrifice for the others; ambitious challenges and lifestyle.

Every organisation has its own specific profile and style of operations, what affects the internal matters in stronger way that formal dispositions and persons of authority. That is the organizational culture which represents not only one of conditions to survive, but first of all the further development of the organisation. It is a basic factor affecting effectiveness of its activities. The organisational culture is being created mostly by people performing their duties, but also by their feelings, expectations, values and believes.

Career management of professional soldiers

The condition of the decision on the appointment of a professional soldier to a higher official position and taking up his responsibilities in this position is the prior decision of the appointment of this soldier to the equivalent military rank by the competent authority. (OJL no 218, item 1699 as amended).

On the military ranks in the corps of professional officers, with the exception of military rank of second lieutenant (navy lieutenant) and generals (admirals), appoints the Minister of National Defence. On the military ranks in the corps of professional non-commissioned officers and privates appoints an authority competent to appointment of professional soldiers for the official post or the body which the non-commissioned officers school is subject to. The bodies involved in the process of qualification of officers for appointment to a higher military rank take into account the equal access of the soldiers to the higher official posts.

After the process of qualification the director of control department of MND shows to the Minister of National Defence the motion for the appointment of an officer qualified for appointment to the next higher rank.

In the case of appointment by the Minister of National Defence of a soldier to a higher military rank, the director of control department of MND sends the decision on appointment to a competent authority to determine the official position.

In the case of appointment of the non-commissioned officer or private for the higher military rank the official regulations shall apply accordingly. The activities relating in these regulations to the director of control department of MND are performed in this

case by the bodies competent to the appointments of non-comissioned officers or privaates for the official posts.

Before being assigned to an equivalent official position or appointment to a higher military rank in connection with the appointment to the higher position, the authority competent for determining the official position or the appointment of a soldier may examine the competences of the soldier. The examination of the competences may include the tests or individual interviews regarding the qualifications for the official position on which the soldier may be appointed.

Prior to the appointment of a soldier to the position of the full-time service on the rank of colonel (commander) the authority competent to appoint the official positions may consult the Dobies of Military Police or receive information from the military prosecutor whether the soldier is during any preparatory proceedings and in the case of the officers of the medical corps additionally the opinion of the Military Physicians Chamber.

A professional soldier is appointed to the official position by decision according to the needs of the Armed Forces, depending on the required professional qualifications defined in the description chart of the official position and the rating included in the official assessment and in the case of the professional soldier in the permanent service also depending on the prognosis of the course of professional military service, individually set for him. The models of the course of professional military service in particular corps is prepared and updated the people designated by the Minister of National Defence, holding qualifications relevant to the corps. (OG of MND of 24.05.2010)

Professional soldiers may perform professional military service on the same official position no more than two terms if He occupies the post od the director of organizational unit of MND, including the General Staff of the Polish Armed Forces or if he performs the service on the post categorized to the rank of full-time major (lieutenant commander), in whose name the term „commander" occurs.

Appointment of the professional officer on higher position may occur depending on the official positions vacancies as well as on the general rating good and very good in the official assessment. The period of occupying the official post on the same level of employment is at least three years. If justified by the needs of the Armed Forces, this period may be sorter, but no less than eighteen months.

In the case of obtaining by the professional officer performing military service the rating sufficient in the official assessment, he is set on the same or other equivalent official position or he can be released from the military service.

The appointment of non-commissioned officer to the higher official position may occur depending on the official positions vacancies as well as on the general rating good and very good in the official assessment and on undergoing the training, course or specialization, according to the needs. The period of occupying the official post on the same level of employment is at least three years. If justified by the needs of the Armed Forces, this period may be sorter, but no less than eighteen months.

In the case of obtaining by the non-commissioned officer the rating sufficient in the official assessment, he is set on the same or other equivalent official position or he can be released from the military service.

The appointment of professional private to the higher official position may occur depending on the official positions vacancies as well as on the general rating good and very good in the official assessment and on undergoing the training, course or specialization, according to the needs. In the case of obtaining by the private the rating sufficient in the official assessment, he is set on the same or other equivalent official position or he can be released from the military service.

A soldier of the candidate service who graduated from the non-commissioned officers' school is appointed to the official position categorized to the rank of full-time Corporal. Reserve non-commissioned officer called to the professional military services appointed to official position categorised to level of employment equivalent to the military rank held by the soldier before recruitment for the professional military service or categorised to level of employment directly higher than the military rank held by the soldier before recruitment for the professional military service after appointment to the military rank corresponding to the level of official employment which the soldier has to be nominated.

A soldier qualified for specialized training or internship required before the appointment to the official position defined in the individual prognosis of the course of professional military service, is directed for the training the commander of the military unit in which a soldier holds a position or to which he was assigned as part of performance of professional military service in personnel reserve or disposal.

The soldier who does not have required security certificate required in official position description chart is not appointed to the position. In exceptional, particularly justified cases, the soldier who obtained a permission to have access to the secret information to the level defined in the official position description chart may be appointed to the position. The motion initiating the verifying proceedings in order to issue a security certificate to the level defined in the official position description chart appropriate for the position which the soldier may be appointed to, is put up before the appointment by the body competent to appointing the soldiers on a given position.

Appointment of a soldier on the official position is considered to be made after fulfilment of the following conditions including the decision to designate a soldier on a given official position and the statement by the commander of a military unit, in the daily order, the date of acquisition of duties by the soldier on the official position.

Gradually made changes in the Polish Armed Forces surely contribute to the significant modification of the approach to career management. The traditional approach to career focused above all on selection, development management, assessment, consulting, mobility of personnel and planning of the consequences should be enriched with the elements such as self-improvement, mentoring, „learning organization" mechanisms, Information Systems, contact networks and flexible organization of work.

Human resources management and career planning should have strategic character and be connected closely with the strategy of development of the Armed Forces and the development of owned official positions potential. They allow to gain mutual benefits, reducing the costs of selection as well as strengthening the organizational culture in the Armed Forces and to reduce the number of unnecessary, destructive conflicts bet wen the personal aims of the soldiers and their organizational tasks.

Good preparation of the career path benefit in the form of higher qualification of soldiers, better matching their interests with the performer service on the position and greater satisfaction which results in significant improvement in effectiveness and productivity.

Conclusions

While making decisions concerning career development people usually take into consideration the factors such as safety of employment, subordination, predictability and permanence of interpersonal relations. The situation is similar in the dispositional groups. The consequences of this approach cause that the individuals employed are not interested in the mobility, taking up the challenges if it means changing the workplace. They prefer staying longer in the same military rank (not necessarily on the same post) than advance on higher post in another (often distant) location. Another issue to which attention should be drawn is the problem of responsibility. The professional advance and taking up the managerial posts are connected with bigger responsibility and higher level of stress.

What is also important, human resources management of dispositional groups, and the current HR policy, are incredibly determined by the cultural factors. Because for the many, the belonging to the service itself, is considered as the career of a special sort, even more importantly, as it is limited to quite narrow number of citizens, who have become the professional cadre of the elite military troops, in the result of tough recruitment procedure. So the above mentioned cultural factors, will affect their career, as the career paths are connected not only with consecutive positions, but also with their ranks.

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Mirosław Z. HARCIAREK

1.6. STRESS AND FATIGUE'S MONITORING BY MEANS OF AFTERIMAGE AS A METHOD OF DECREASING THE NUMBER OF ACCIDENTS AND WRONG DECISIONS

Summary

The aim of presented work is to propose a method of examining and monitoring psychophysical condition of managers and employees who hold responsible positions that require high decisional efficiency. Based on the existing empirical and theoretical knowledge, it is here assumed that lateralization and brain's hemispheres' cooperation are closely related to stress, fatigue and well-being. Aftereffect is presented here as a method of measurement of lateralization and its level. Exemplary experimental procedures of this phenomenon and its interpretation in terms of psychophysical condition are described. Development of method of psychophysical condition's measurement that will include stress, fatigue or personal problems that frequently lead to desperate behaviour at work or elsewhere is highly worthwhile. This development as well as practical use of aftereffect to monitor the psychophysical state will surely contribute to reduction of accidents' at work rate and will increase the probability of taking accurate decisions by managers as well as it will facilitate adoption of life style that promotes good psychophysical condition.

Keywords: psychophysical condition, brain's hemispheres cooperation, lateralization, aftereffect, stress, fatigue, accidents rate, decisional errors

Introduction

As it is said by English, wrong decisions most commonly are not the effect of lack of substantive knowledge but are caused by tension, stress or fatigue. So called human factor is a cause of not only many mistakes made by managers but, what should be also noticed, it is a main source of many of accidents and catastrophes that are taking place in other occupations. Nowadays, condition of employees is measured in form of obligatory periodic health examinations, but do they include psychophysical condition as well? In practice this issue is left either to the employee him(her)self or to his/her immediate supervisor. But from where the concerned person or the supervisor can get the knowledge of current psychophysical state? It is not easy to notice tension or stress in oneself, especially when one is experiencing problems on daily basis and every difficulty is attributed to the external world. Researches show that for example pilots have difficulties in specifying their condition and level of psychological tension (Beaty, 1995) succumbing to illusions what is a common cause of air accidents (Bednarek, 2011). So is there any method which would be accurate and which would allow for frequent examinations that would specify psychological condition and then

based on them to decide what kind of work or what task should be undertaken in given moment? Wouldn't it be good to have this kind of measuring tool, to monitor on the regular and frequent basis employee's psychophysical state, and not only to check his /her suitability to work on certain post every now and then? The aim is not to impose additional restrictions or formalism that would constitute an additional burden to the employee or the supervisor but the authentic attention and care about his/her condition, the quality and safety of performed work. This kind of knowledge would be certainly important not only for managers, who could learn how to manage themselves in better way but also for people working as pilots, lifeguards, or solders executing important tasks or missions.

As an answer to above stated problem in this paper, it is proposed to apply the aftereffect phenomenon to the diagnosis of the level of brain hemispheres' cooperation that conditions and reflects psychophysical state of the examined individual.

The need of monitoring employee's psychophysical condition based on European Agency's report concerning work related stress

In recent years the society's awareness that presence of long-term stress has adverse effects for employees' health has risen. Considering that, the European Agency commissioned the report (Cox et al., 2002) which would evaluate the situation at the work market in terms of stress' presence. The report reviews stress' nature, its causes, sizes and problems related to it as well as ways of coping with stress. The report concentrates on work environment and covers stress influence on individual employees as well as on organization as a whole thus providing a "business approach" in battle with discussed threats. It suggests practical approach to battle stress in work and points to number of areas where additional researches are inevitable so the ability of managing this problem could increase. The importance of this issue is huge, especially if it is known for a long time now that long-term exposure to stressors works in immunosuppressive manner and causes atrophy of neurons in central nervous system, thus leading to decrease in physical and intellectual efficiency (Karten and Olariu, 2005).

What are the sizes and importance of work-related stress? Problem of work-related stress concerns millions of European employees in all of the employment sectors. For example in research of European Foundation from 2008 about work conditions in European Union, 28% of employees reported health problems related to presence of stress in work (it is second most common reported health problem after the spine injuries – 38%). That is around 41 million of employees in European Union who are affected every year by the problem of stress in work and it corresponds to many millions of lost working days (all of the cases of work-related diseases correspond to around 600 millions of working days lost every year in European Union). It is a major reason for concern and a challenge, not only due to the consideration of individual employees' health but also due to the costs and economic influence on business and social costs for European countries.

What actually work-related stress is? Its problem lies mainly in the shaping and managing of the work organization. Stress in relation to work environment is defined

as „mutual interaction" between the employee and work environment (employee's exposure to risks related to the work environment). In this model stress can be described as occurring if requirements posed by the work environment exceed the employee's capacity to cope with them (control them).

Recent researches on psychophysical risks at work, that are experienced by employees as stressful, show that they entail huge destructive potential that has negative influence on organization's culture, work environment, career, decisions making, interpersonal relations, work-home relation or workload. This influence is also considered as dangerous and harmful for health. Additional, today's rapid and unprecedented changes in world and organizations transform work world causing among others: increasing number of older employees, teleworking, new information and communication technologies, outsourcing, contract work, globalization and therefore changes in employment models, need of employee's flexibility both in terms of hours and functions of his/her skills, increase in percentage of population working in services sector, as well as work in teams. The sole experience of changes can cause stress, especially in situation when at the same time individuals experience lack of control and involvement as well as uncertainty.

How to prevent stress occurring at work and what are the researches priorities? The report emphasizes the need of existing knowledge's "translation" into practical solutions to problem of stress at work. In order to achieve that usage of cycle of threats' elimination/control as a frame in problem solving is proposed. Cycle of control is a "systematic process by means of which threats are defined, level of risk is analysed and countermeasures are taken as well as employees are protected". This approach is problem solving orientated and is successfully used as a strategy of battling physical threats at work. It is described in European Union's current legislations and constitutes a useful strategy for estimation of all of the psychosocial threats at work. Results of interventions using this approach in order to eliminate stress are very promising though appearing limitations of those results. Success can be defined in categories of profit both for employee as well as for the organization. However, lot of respondents pointed out that their interventions to eliminate stress – which were therefore less efficient – did not used full approach of this type on the organizational level but were only targeted at individuals or tried to implement solutions which were invented on the spur of the moment without proper diagnosis of the problem. The evaluation of using only psychological counselling come out as not the best one since counselling helped those employees who already suffered because of stress, therefore it was help offered post factum and in general it referred only to individuals.

The main areas qualified to future researches are coping with stress and stress' evaluation. Efforts should be directed towards interventions which aim to eliminate stress on organizational level, mainly because in the past too narrow approach was used too frequently in problem's definition and too strong emphasis was put on "care and treatment" of individual employees. Moreover, more accurate and systematic methods of intervention's evaluation are necessary. Threats' control and evaluation was proposed. There is also visible need for evaluation and monitoring of many aspects of organization and work's managing – frequently collectively referred to as

"changing work's world". Those new models of work can entail new, not anticipated so far threats both for employees and organization.

Furthermore, in the report the need of stress' at work analysis in context of other, interlinked problems, such as: social inequalities, social diversity, age, gender, disability and ethnic background were underlined. That information is important for obtaining full perspective on need for elimination of work stress. As main conclusions report pointed out following theses: (1) stress at work can be approached in similar ways as other issues of security and health are approached, (2) future researches on stress should concentrate on interventions on the level of organization as a whole, (3) referring to individual employees, it is necessary to obtain further information on employee's ability to cope with stressful situation, as well as effort to develop new methods of stress' diagnosis should be taken.

Issue of fatigue in psychophysical burdening occupations

Already in classical literature on fatigue, the "elongated reaction time" as well as "hesitation and deterioration of attention" were pointed out as basic symptom of mental fatigue in employees who exercise occupations which cause deterioration in psychophysical condition, such as drivers. In the case of attention, under fatigue its range decreases what can entail even reduced visual field. Employee's fatigue also causes deterioration of visual perception what results among others in elongation of time of return to normal visual performance after blinding by another vehicle's headlights, what constitutes a considerable risk of accidents during driving at night. Other symptoms of driver's fatigue are problems with information processing and short-term memory, decrease in vigilance level as well as in driving performance. Results of Polish researches (Bąk, 2003) indicates four main indicators of drivers' psychophysical effectiveness, which are subjected to deterioration under fatigue, that are: reaction stability, speed and range of perception, attention and time of motor reaction.

Is it possible to define critical working hours? Based on accidents' analysis which took into account the hour of their occurrence it is possible to distinguish time intervals which are characterized by increased risk of accidents' occurrence. For drivers who drive their vehicles at night the most "difficult" hours are those between midnight and 3 a.m. People have limited capacity of working at night, and this limitation is an effect of circadian rhythm occurring in particular systems (circulatory system, nervous system, respiratory system). For individuals sleeping at night and working during the day ability to work is defined by so-called Lehmann's daily work capacity curve. During the first hour after awakening the capacity to work increases, achieving level above the daily average which persists with only small decrease in early afternoon hours. While for people working at night, efficiency in both physical and mental work is deteriorated and achieves the lowest level between 2:00 and 3:00 a.m. After around five hours from taking up the morning activity (in standard daily rhythm), that is between 12:00 and 2:00 p.m., slight decrease in activity incorrectly linked with need for having meal is observed. It is a time of raised risk of making mistake or accident is occurring resulting from driver's effectiveness deterioration, transitional drowsiness or

occurrence of micro nap. The critical hours during the ride are also the initial two hours when rested driver tends to overrate his/her abilities. Moreover, on the beginning of the route driver's attention can be distracted by, for example, rout planning or time of the journey. In addition, the last two hours are critical when tired driver while approaching the destination tries to reach it as fast as it is possible.

Presented here analysis results in fact that diagnosis of psychophysical condition is very important and might help in identification of psychophysical overload periods. The question of developing method which would enable reliable and easy way of diagnosing employee's psychophysical efficiency state arises. Below proposal of fatigue and stress, diagnosing method with use of phenomenon of afterimage is presented. Its connection to hemispheres' lateralization enables at the same time stress' evaluation and control by providing stimulus which carries meaning related to the work situation.

Lateralization and brain hemispheres' cooperation as manifestation of psychophysical condition

In accordance to Broca's notion lateralization, that is functional predominance of one of the body sides (that concerns lower and upper limbs, eyes and ears) over the other is determined by predominance of one of the brain's hemispheres over the other. Left hemisphere controls the functioning of the right side of the body, while right hemisphere controls functioning of left side of the body. Dominance of left hemisphere is manifested in right-handedness, while dominance of right hemisphere is manifested in left-handedness. However, damages in right hemisphere of left-handed people entail symptoms that are both quantitatively and qualitatively (i.e. easiness of recovery of given function) are not closely related with those, that occur in case of damages to left hemisphere of right-handed individuals. That means, that lateralization constitutes a highly complex issue and requires the analysis of functioning of brain as a whole. Dominance of one of the hemispheres can have physiological or pathological character. One person can be left-handed because main nerve impulses are coming from right hemisphere (physiological left-handedness) or because his/her left hemisphere was damaged what led to taking the function over by the right hemisphere (pathological left-handedness). Physiological and pathological right-handedness is explained analogously.

Dominance of one of the hemispheres over the other can be expressed weaker or stronger, therefore one can be identified as clearly and totally right-sided and passing through intermediate stages ambidextrous people can be find – only if hand dominance is considered. Moreover, in one person dominance of different limbs and organs can manifest itself in different ways what leads to distinguishing – apart from homogeneous left- and right- handedness – various forms of crossed lateralization. In order to describe lateralization – most commonly the dominance of hand, eye or leg is examined. Most often it is assumed that physiological left- or right-handed lateralization is determined when we are born what does not mean however that that the learning process, upbringing or various psychophysical states do not influence it.

Lot of studies showed that different psychophysical disorders, including psychical diseases are linked with lateralization and especially with the cooperation of brain's hemispheres. That concerns also stress, fatigue and well-being that is, generally speaking, psychophysical condition. In other words, if we want to state what is the condition of the employee in order to take care of it, if we want to capture moments in which we should not take important decisions or if we want to decrease the number of accidents at work, development of the tool that would enable us to identify present psychophysical state should be taken on. We should have the diagnostic tool that enables us to identify the state that we are in especially, as it was mentioned, its evaluation based on well-being made but the one who is concerned, is unreliable.

Visual aftereffect as the indicator of employees' lateralization and psychophysical condition

If lateralization and cooperation of brain hemispheres is so important for evaluation of psychophysical condition, the question of how it can be measured should be posed. Is it possible to measure it during the work time or shortly before starting work, so the evaluation of employee's condition could be made relatively quickly and accurate with possibility of repeating of the examination if necessary? There is a certain rhythm of operating in the workplace and employees must efficiently fulfil their responsibilities what means that there is no much time that could be devoted to diagnostics in type of laboratory examinations.

Phenomenon that meets those requirements is visual aftereffect. It can serve as an indicator of lateralization, and more importantly, it enables specifying level of brain's hemispheres cooperation what allows to evaluate mental condition of employee. It has been relatively long time ago postulated to use this phenomenon in examining of eyes' lateralization (Zazzo, 1974, p. 29), but there were no special reasons to develop this proposal, especially if sufficiently extensive knowledge on importance of functional hemispheres' asymmetry wasn't available. Nowadays we have more detailed knowledge on brain's functioning and modern examination methods, i.e. PET or diffusion tensor imaging technique – DTI (Gazzaniga, 2011). Those methods seem to be so attractive that other proposals remain on the sidelines. Moreover, what is important to presented here considerations, so far visual aftereffects haven't been explained in satisfactory way, thought they still are the subject of many researches and theoretical interpretations, what was presented in several works Anstis, Verstraten and Mather (1998), Harciarek 2014), Anstis (2014). Regardless from its interpretation, this phenomenon enables specifying eyes' lateralization by measurement of duration time of the aftereffect reaction for left and right eye. Whereas the difference in duration times of this phenomenon between each eye is an indicator of the level of side predominance of one or the other eye. The bigger is the difference, the higher is the level of lateralization, that is the level of predominance of one eye over the other. Left-sided lateralization (predominance of the left eye) is interpreted as the dominance of right hemisphere, and right-sided lateralization (predominance of right eye) as dominance of the left hemisphere.

In examining the aftereffect phenomenon moving stimulus can be used, i.e. disc with printed Archimedes' spiral with the diameter of 35 cm that is turning with speed of 33 rotations per minute on which examined person is looking for 60 seconds from a distance of 80 cm. After the turning spiral is stopped, the examined person still can see the illusory motion which lasts for some time. Examination of lateralization of the eye based on the aftereffect phenomenon can be conducted also with use of static stimulus, i.e. red square which each side has 3,5 cm and which is place on white background. In this case the gaze should be fixed for one minute on this square and after that it should be covered with white paper board on which examined person should observe aftereffect in form of fair, lighting square. Duration time of this phenomenon induced either by rotating spiral or by motionless square should be defined for each person separately. Comparison among those duration times constitutes the basis of identifying the level of lateralization. For better reliability of the measurement, it is advisable to repeat the examination, especially since it does not take a long time (single individual examination takes up to 5 minutes).

Based on acquired duration times of aftereffect phenomenon the evaluation of employee's psychophysical condition can be made. If the times of aftereffects in left and right eye are equal, the level of lateralization is low what suggests worse psychophysical condition of the examined person. Also too long duration time of aftereffect reaction or a long time of latency (time period between the cessation of the gaze's fixation and the appearance of the aftereffect) should be interpreted as not good psychophysical state. In order to specify in reliable and accurate way the psychophysical condition of employee standardization examination should be conducted and the measurement of reliability and accuracy of this method should be made.

It is worth noting that objectification of above described examination method is possible if in order to specify duration time of aftereffect also EEG will be used. But this is a future version which surely can take place when this method will prove to be useful, especially in helping in management and in increasing of the level of work efficiency in many occupations that require high psychophysical performance.

Method proposed here, in which aftereffect is an indicator of psychophysical condition, can be practically used in managers' periodic examinations or in situation when he or she has to take an important decision or perform difficult task. In case of psychological state's monitoring by use of this method and in case of stating high inner tension it is possible to apply therapeutic or relaxing actions to reset the optimal level of manager's psychophysical condition.

Conclusion

Taking into account the human factor accidents and managers' wrong decisions, measuring and monitoring of psychophysical condition is highly desirable. The method proposed above enables not only to evaluate of employee's psychophysical efficiency in relatively short time, but also can be repeatedly used also in the same person without concern that the previous examinations will influence the next one or will prevent them, what often happens in case of psychological examinations. In

contrary, next examinations due to the experience will be more accurate and correct. Method of diagnosis of psychophysical condition with use of aftereffect that is proposed in this paper should be subjected to standardization as soon as possible, incorporate to practice of managing and include in already existing techniques that help to fight stress and to understand it in better way (Heszen 2013, Grzywacz 2012). Using of this method to monitor the psychophysical condition we can anticipate efficiently and quickly forthcoming state of managers' overload and thereby protect examined person from intense stress, which may occur as culmination of tensions. By this, we will surely contribute to decrease in number of accidents caused by so called human factor.

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1.7. LINKS BETWEEN HUMAN RESOURCE MANAGEMENT AND ORGANIZATIONAL PERFORMANCE

Summary
The research carried out to establish the link between HR and Organizational performance. The financial results are measured; a failure to measure HR policy and practice implementation dooms this to second-class status, oversight, neglect, and potential failure. HRM affects firm performance positively. Moreover, it is inferred that when HR managers implement HR practices aligned with firm's strategy (SHRM practices) contribute to better performance of organizations. SHRM increases efficiency and effectiveness of organizations, which leads to productivity of organizations. Further, SHRM practices increase employee's productivity and the ability of organizations to achieve their goals. Integrating the use of personnel practices into the strategic planning process enables organizations to better achieve their missions and objectives. Human capital theory suggests that HR practices can directly influence firm performance. Financial performance of an organization depends largely on effective operational performance. The operational performance of an organization is a function of people, process and technology. For effective interaction of people with technology and process, the people in the organization have to be competent enough, with the required knowledge, skill and abilities. The causal linkage between HR and organizational performance will enable the HR managers to design programmes that will bring forth better operational results to attain higher organizational performance.

Keywords: Profitability targets, sustainability, competitive advantage, skill, investment

Introduction

The relationship between HRM and firm performance has been a hotly debated topic over the last two decades, with the great bulk of the primary scientific research coming from the USA and, to a lesser extent, the UK (Boselie et al., 2000). Both organizations and academics are striving to prove that HRM has a positive impact on bottom line productivity. The published research generally reports positive statistical relationships between the greater adoption of HR practices and business performance. A considerable amount of research has been carried out to establish the link between HR and Organizational performance. The outcomes of some main projects are summarized in Table 1. In a world in which financial results are measured, a failure to measure HR policy and practice implementation dooms this to second-class status, oversight,

neglect, and potential failure. The feedback from the measurements is essential to refine and further develop implementation ideas as well as to learn how well the practices are actually achieving their intended results (Boselie et al., 2000).

In today's competitive and environmental challenges affect all organizations today are varied and dynamic. Who must choose strategies that they use to survive. Strategic management is the art and science of formulating, implementing and evaluating strategies that will enable the organization to achieve its long-term goals, yet we know that the most important factor in organizational processes is staff. So for one of the impact elements for strategic management implementation is activities in the field of HR (Salehi, 2013).

The people who make up an organization -human resources- are considered to be one of the most important resources of today's firms. People and how they are managed are becoming more important because many other sources of *competitive* success are less powerful than they used to. Recognizing that the basis for competitive advantage has changed is essential to develop a different frame of reference for considering issues of HRM and strategy (Pfeffer, 1994). Traditional sources of success such as product and process technology, protected markets, economies of scale, etc. can still provide competitive lever age but an organization's human resources are more vital for its sustainability. Parallel to the understanding that human resources are vital for an organization, HRM function is also going up in organizational hierarchy. HRM aims to ensure that the organization obtains and retains the skilled, committed and well-motivated workforce it needs. This means taking steps to assess and satisfy future people needs and to enhance and develop the inherent capacities of people - their contributions, potential and employability - by providing learning and continuous development opportunities. It involves the operation of recruitment and selection procedures, management development and training activities linked to the needs of the business (Armstrong, 2008).

SHRM represents a relatively new transformation in the field of HRM. SHRM is concerned with the role HRM systems play in firm performance, particularly focusing on the alignment of human resources as a means of gaining competitive advantage. Strategic approach to HRM is very much focused in the moment, manageability human effort to obtain competitive advantage (Anca-Ioana, 2013).

Material and method

Armstrong (2010) mentioned that SHRM has grown considerably in the last fifteen years as a new paradigm in managing HR in the modern organization. Guest et al. (2000) described the evolution of SHRM from personnel management in terms of a two-phased transformation, first from personnel management to traditional HRM, and then from traditional HRM to SHRM.

As shown in Table 1, HRM affects firm performance positively. Moreover, it is inferred that when HR managers implement HR practices aligned with firm's strategy (SHRM practices) contribute to better performance of organizations. SHRM increases efficiency and effectiveness of organizations, which leads to productivity of organizations. Further, SHRM practices increase employee's productivity and the

ability of organizations to achieve their goals. Integrating the use of personnel practices into the strategic planning process enables organizations to better achieve their missions and objectives. To sum up, integrating HR practices, all with a focus on the achievement of organizational goals and objectives, effect on the ultimate success of the organization and provide sustained competitive advantages for organizations.

Although there has been some criticism, past and emerging research in SHRM indicates that HRM does indeed have an effect on firm as well as other levels of outcomes (Allen, 2006). An increasing number of studies have found significant linkage between various measures of HRM and performance. Measures of HRM that have been used in these studies include:

- High performance and high involvement work systems (e.g., Huselid, 1995);
- HR orientation (e.g., Snell - Youndt, 1995);
- Work life balance (e.g., Konrad - Mangel, 2000);
- Single HR practices (e.g., Gerhart - Milkovich, 1990).

To meet competitive challenges facing organizations today and achieve profitability targets and sustaining the current dynamic component of success for organizations focused on enhancing the strategic role of *Human Resource Management (HRM)*. The objective of *Strategic Human Resource Management (SHRM)*, to create a vision that is so fundamental issues related to the employee regarding. In a rapidly changing competitive environment, HRM are one important source of competitive advantage. *Human Resource (HR)* systems can contribute to sustained competitive advantage through facilitating the development of competencies that are firm specific.

The HR is the most potent and central, contributing significantly to competitiveness of organizations. Thus, organizations gain sustained competitive advantage through their workforce. Competitive advantage is defined as "anything that gives an organization an edge over the competitors in its market" (Inyang, 2010). Taking into account the importance of workforce, organizations are increasingly looking at their human resources as a unique asset that can provide sustained competitive advantage (Najia, 2008). HRM needs to achieve the following strategic goals in order for the company to gain and sustain competitive advantage (Armstrong and Baron, 2003):

- To invest in people through the introduction and encouragement of learning processes designed to increase capability and align skills to organizational needs;
- To ensure that the organization identifies the knowledge required to meet its goals and satisfy its customers and takes steps to acquire and develop its intellectual capital;
- To define the behaviours required for organizational success and ensure that these behaviours are encouraged, valued and rewarded;
- To encourage people to engage wholeheartedly in the work they do for the organization;
- To gain the commitment of people to the organization's mission and values.

Additionally, the fundamental objective of SHRM is to generate strategic capability to ensure that the organization has highly qualified, highly motivated employees to achieve competitive advantage. SHRM involves a collection of practices, programs and policies that facilitate the strategic objectives of the organization (Mello, 2006).

Strategic Human Resource Management as a source of competitive advantage

The concept of competitive advantage was formulated by Michael Porter. Competitive advantage, Porter asserts, arises out of a firm creating value for its customers. Porter (1985) emphasized the importance of differentiation, which consists of offering a product or service 'that is perceived industry-wise as being unique', and focus - seeing a particular buyer group or product market 'more effectively or efficiently than competitors who compete more broadly'. He then developed his well-known framework of three generic strategies, -cost leadership, differentiation, focus- that organizations can use to gain competitive advantage. Porter's widely accepted view suggests that the industry - environmental determinants- affects a firm's performance. Resource-based view, on the other hand, asserts that the basis for a competitive advantage of a firm lies primarily in the application of the bundle of valuable resources at the firm's disposal (Porter, 1985). Competitive advantage, according to this view differs from the environmentally focused strategic management paradigm in that its emphasis is on the links between the internal resources of the firm, its strategy and its performance.

Table 1: Research results on the link between HR and organizational performance

Researcher(s)	Methodology	Outcomes
The 1998 Workplace Employee Relations Survey (as analysed by Guest et al., 2000a)	An analysis of the survey, which sampled some 2.000 workplaces and obtained the views of about 28.000 employees.	A strong association exists between HRM and both employee attitudes and workplace performance.
The Future of Work Survey, Guest et al. (2000b)	835 private sector organizations were surveyed and interviews were carried out with 610 HR professionals and 462 chief executives.	A greater use of HR practices is associated with higher levels of employee commitment and contribution and is in turn linked to higher levels of productivity and quality of services.
Purcell et al. (2003)	A University of Bath longitudinal study of 12 companies to establish how people management affects organizational performance.	The most successful companies had what the researchers called 'the big idea'. The companies had a clear vision and a set of integrated values, which were embedded, enduring, and collective, measured and managed. They were concerned with sustaining performance and flexibility. Clear evidence existed between positive attitudes towards HR policies and practices, levels of satisfaction, motivation and commitment, and operational performance.

Source: Takeuchi (2003), Armstrong (2010)

Competitive advantage model argues that employers have three basic strategic options in order to gain competitive advantages: cost reduction, quality enhancement, and innovation (Schuler and Jackson, 1987). Among the key business issues that may affect HR strategies, include proposals on increasing competitive advantage through innovation leading to product/service differentiation, productivity gains, improved quality and cost reduction (Armstrong, 2008). Business strategies may be influenced by HR strategies, which are concerned with making business strategies work. Schuler and Jackson (2007) suggested that seeking fit requires knowledge of the HRM practices necessary *to elicit those skills and behaviour,* and the ability to quickly implement the desired system of HRM practices. The competitive strategies tend to apply Porter's (1985) ideas on strategic choice. As mentioned above Porter identified three key basis of competitive advantage: cost leadership, differentiation through quality and service, and focus on 'niche' markets. Schuler - Jackson (1987) used this as their model of SHRM where they defined the appropriate HR practices and policies to fit the generic strategies of cost reduction, quality enhancement and innovation. They argued that business performance would improve when HR practices mutually reinforce the organization's choice of competitive strategy. Thus, in Schuler and Jackson's model, the organization's mission and values are expressed through their desired competitive strategy (also see in Zsarnóczai, 2003, pp. 71-72).

Culture, how people are managed, and the effects of this on their behaviour and skills are sometimes seen as the 'soft' side of business, occasionally dismissed (Pfeffer, 1994). Therefore, there was an awareness that, at present, an organization cannot survive or develop without obtaining a competitive advantage over other competitors (Anca and Ioana, 2013). The HRM function has consistently faced a battle in justifying its position in organizations. At good times when there are enough budgets, firms easily justify expenditures on training, staffing, rewards and employee involvement systems, but when faced with financial difficulties, such HR systems get the earliest cutbacks. The advent of the subfield of SHRM, devoted to exploring human resources role in supporting business strategy, provided one opportunity for demonstrating its value to the firm. The birth of the field of SHRM can be dated back to 1984, when experts extensively explored the link between business strategy and human resources (Salehi, 2013).

To put it another way, SHRM is "the creation of linkage or integration between the overall strategic aims of business and the HR strategy and implementation. In principle, the processes and people within the company are managed in such a way as to foster the aims of the business strategy and create an integrated approach to managing the various HR functions, such as selection, training and reward so that they complement each other" (Mello, 2006; Najia, 2008).

Armstrong and Baron (2003) noted that SHRM might bring a number of benefits to the organization:
- Contributing to the goal accomplishment and the survival of the company;
- Supporting and successfully implementing business strategies of the company;
- Creating and maintaining a competitive advantage for the company;
- Improving the responsiveness and innovation potential of the company;
- Increasing the number of feasible strategic options available to the company;

- Participating in strategic planning and influencing the strategic direction of the company as an equally entitled member of top management;
- Improving cooperation between the HRM department and line managers.

SHRM's spreading popularity owes much to the promise of greater organizational effectiveness achievable, through the development of internally consistent bundles of HR strategies, which are properly linked to business strategies (Inyang, 2010). Researchers in the field of SHRM have increasingly relied on the resource-based view of the firm to explain the role of HR practices in firm performance (Paul and Anantharaman, 2003). Resource-based view of strategy is that the strategic capability of a firm depends on its resource capability, especially its distinctive resources. Indeed, theoretical research on SHRM has suggested that systems of HR practices may lead to higher firm performance and be sources of sustained competitive advantage because these systems of practices are often unique, causally ambiguous, and difficult to imitate (Pfeffer, 2001).

HR practices can enhance firm performance when they are internally aligned with one another to manage employees in a manner that leads to competitive advantage. HR practices can create value for a firm when the individual practices are aligned to develop critical resources or competencies. However, with the advent of the resource-based view of the firm (Najia, 2008; Schuler and Jakson, 2007), strategic management research moved to a more internal focus. Rather than simply developing competitive strategies to address the environment, the resource-based view suggested that firms should look inward to their resources, both physical and intellectual, for sources of competitive advantage. To improve firm performance and create competitive advantage, a firm's HR must focus on a new set of priorities. These new priorities are more business, strategic oriented, and less oriented to traditional HR functions such as staffing, training, appraisal and compensation. Strategic priorities include team-based job designs, flexible workforces, quality improvement practices, employee empowerment and incentive compensation (Salehi, 2013). SHRM was designed to diagnose firm strategic needs and planned talent development, which is required to implement a competitive strategy and achieve operational goals.

According to Armstrong and Baron (2003) people and their collective skills, abilities and experience, coupled with their ability to deploy these in the interests of the employing organization, are now recognized as making a significant contribution to organizational success and as constituting a major source of competitive advantage. The practices of SHRM such as resourcing, training and development, employee relations and reward management are concerned with how people are employed and managed in organizations so as to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce. SHRM has developed rapidly in recent years, especially because of the impact that human resources have had on the competitiveness of organizations (Mello, 2006). Many organizations face a volatile market situation. In order to create and sustain competitive advantage in this type of environment, organizations must continually improve their business performance. Increasingly, organizations are recognising the potential of their HRM as a source of sustained competitive advantage. Linked to this, more and more organizations are relying on measurement approaches, such as workforce scorecards,

in order to gain insight into how the human resources in their organization add value. The increasing interest in measurement is further stimulated by a growing number of studies that show a positive relationship between HRM and organizational performance (Salehi, 2013). In addition, According to Armstrong (2008, pp. 5-6) HR practices are concerned with all aspects of how people are employed and managed in organizations. It covers activities such as: Strategic HRM; Human Capital Management; Knowledge Management; Organization Development; Resourcing (HR Planning, Recruitment and Selection, and Talent Management); Performance Management; Learning and Development; Reward Management; Employee Relations; Employee Well-Being.

As mentioned above, when these HR practices are integrated with firm's strategy they will contribute to organizational superior outcomes. Thus, the following proposition is presented as; HR practices, integrated with firm's strategy, lead to organizational superior performance. Here we concluded that the term 'strategy' is used to explain both the processes (organizational restructuring) and the outcomes (market position) of chosen long-term directions; and it can be either a conscious, planned activity or a series of events, which lead to a desirable objective (Najia, 2008).

Several researchers (Snell - Youndt, 1995; Guest et al., 2000) have found a positive relation between HRM practice and firm financial performance. They found that the strategic orientation of HR in high productivity firms differed obviously from that in low productivity firms. According to the resource-based view, the firm could develop sustained competitive advantage through creating value in a manner that is rare and difficult for competitors to imitate. Traditional sources of competitive advantage such as natural resources, technology and economics of scale have become increasingly easy to imitate (Boselie et al, 2001). HR is an invisible asset that creates value when it is embedded in the operational system in a manner that enhances firm ability to deal with a turbulent environment.

Konrad - Mangel (2000) has made a case that firms wishing to succeed in today's global business environment must make appropriate HR investments to acquire and build employees who possess better skills and capabilities than their competitors. Human capital theory suggests that HR practices can directly influence firm performance. People possess skills, knowledge and abilities that provide economic value to firms - since firm investments to increase employee skills, knowledge and abilities carry both out-of pocket and opportunity costs, they are only justified if they produce future returns via increased productivity. The higher the potential for employee contribution in a firm, the more likely it is that the firm will invest in human capital via HRM activities, and that these investments will lead to higher individual productivity and firm performance (see Figure 1).

Guest et al. (2002b) modelled the relationship between HRM and performance as shown in Figure 1. They analysed data on links between SHRM/employment relations and performance. The broad theoretical framework guiding the analysis constituted a path model linking together business and HR strategies on one-hand and performance outcomes on the other. The latter included measures like financial performance, quality and productivity. The overall framework was glued together by a number of HR practices such as recruitment and selection, training and development, pay and

rewards and HR function. A key finding was that a large proportion of organizations used a wide range of the HR practices outlined, and thus had an influence on the performance Guest et al. (2002). Although there are various stakeholders in an organization, the chief strategic goal of any business is higher financial performance or maximization of wealth for the shareholders (Gerhart – Milkovich, 1990).

Financial performance of an organization depends to a large extent on effective operational performance. The operational performance of an organization is a function of people, process and technology. For effective interaction of people with technology and process, the people in the organization have to be competent enough, with the required knowledge, skill and abilities. Competence of the individual is an important factor that decides operational effectiveness in terms of providing quality products and services within a short time. HRM practices such as selection, training, work environment and performance appraisal may enhance the competence of employees for higher performance.

Figure 1: Model of the link between HRM and performance
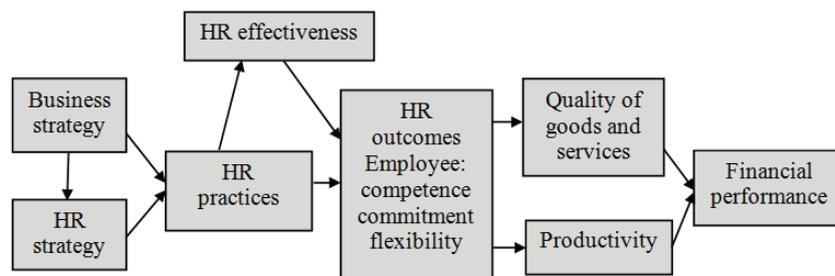
Source: Guest et al., 2000

Obviously, human resources rarely have a direct effect on firm performance. This is particularly true when the business logic of human resources effect requires that human resources drive firm performance through its contribution to effective strategy execution. HR professionals (and line managers) need to recognize that effective strategy execution is the basis of shareholder value and that effective strategy execution is a system of intermediate outcomes. A strategy manager means recognizing the importance of the causal relationships between HR decisions and these intermediate outcomes that ultimately drive strategic success in organizations (Allen, 2006). The practice areas covered by HR strategies that impact on performance can be seen in Table 2.

According to Allen's (2006) study on assessment of the impact of people management on organizational performance, some of people management on organizational performance, some works have been able to show an association between HR policies used and performance outcomes, but it was often hard to explain when, why and how this association existed and to identify the interconnections. The study concluded that the impact of people management on organization performance is more obvious in the medium than it is in the short term, and it is here that investigations of high commitment management are particularly relevant.

Table 2: HR impacts on organizational performance

HR practice area	How it impacts
Attracting, developing and retaining high-quality people	Matches people to the strategic and operational needs of the organization. Provides for the acquisition, development and retention of talented employees who can deliver superior performance, productivity, flexibility, innovation and high levels of personal customer service and who 'fit' the culture and the strategic requirements of the organization.
Talent management	Ensure that the talented and well-motivated people required by the organization are available to meet present and future needs.
Job and work design	Provides individuals with stimulating and interesting work and gives them the autonomy and flexibility to perform their jobs well. Enhances job satisfaction and flexibility, which encourages high performance and productivity.
Learning and development	Enlarges the skill base and develops the levels of competence required in the workforce. Encourages discretionary learning, which happens when individuals actively seek to acquire the knowledge and skills that promote the organization's objectives. Develops a climate of learning - a growth medium in which self-managed learning as well as coaching, mentoring and training flourish.
Manage knowledge and intellectual capital	Focuses on both organizational and individual learning and on providing learning opportunities and opportunities to share knowledge in a systematic way. Ensures that vital stocks of knowledge are retained and deals with improving the flow of knowledge, information and learning within the organization.
Increase engagement, commitment and motivation	Encourage productive discretionary effort by ensuring that people are positive and interested in their jobs, that they are proud to work for the organization and want to go on working there, and that they take action to achieve organizational and individual goals.
Psychological contract	Develop a positive and balanced psychological contract, which provides for a continuing, harmonious relationship between the employee and the organization.
High-performance management	Develop a performance culture, which encourages high performance in such areas as productivity, quality, levels of customer service, growth, profits, and ultimately the delivery of increased shareholder value. Empower employees to exhibit the discretionary behaviours most closely associated with higher business performance, such as risk taking, innovation, and knowledge sharing of knowledge and establishing trust between managers and their team members.
Reward management	Develop motivation and job engagement by valuing people in accordance with their contribution.
Employee relations	Develop involvement practices and an employee relations climate, which encourages commitment and cooperation.
Working environment, core values, leadership, work-life balance, managing diversity, secure employment	Develop 'the big idea' (Purcell et al., 2003): that is, a clear vision and a set of integrated values. Make the organization 'a great place to work'.

Source: Armstrong (2010, pp. 18-19)

The competitiveness of firm strongly depends on the FDI (foreign direct investment) inflow, which was very active before the world economic crisis of 2008. According to UNCTAD, 2009:217 and Table 3) the measure of foreign penetration into Central East European region was very considerable, because in 2005 this was about 26.000 foreign affiliates located in Hungary, comparably to Poland this was about 14.500 in 2001, and 7.100 in Bulgaria in 2000.

The FDI inflows were extending in value of US Dollar 1615 and Dollar 513 per capita from Estonia to Poland between 2006 and 2008, which FDI inflows were concerning the economic transition and privatization process carried out directly by multinational companies (MNCs) additionally to the national companies borrowing from multinational banks in real expansion of non-national ownership of services and manufacturing firms in this region. (Mickiewicz, et al, 2000:10). The economic strategy followed by countries receiving the FDI inflows realised by MNCs is to boost exports or develop substitutes for import. In the 1990s of the total privatization investments 43% was sourced locally – some of whose capital was loaned through foreign banks – and the rest was FDI (Martin, 2006).

According to the Eurostat data base before the crisis year of 2008 the unemployment rate was at very highly in Poland, Bulgaria and Slovakia, between 18-20%, this unemployment rate was moderately highly in Lithuania and Estonia. The other countries of the CEE (Central East European region) Hungary, Romania, Slovenia and Czech Republic could keep their unemployment level mostly under the 10% level, which mostly could thanks to FDI inflow to the region (see Table 3 and Figure 2).

Figure 2: Unemployment rates by sex, age and educational attainment level (%) (lfsa_urgaed) Last update: 17-06-2015
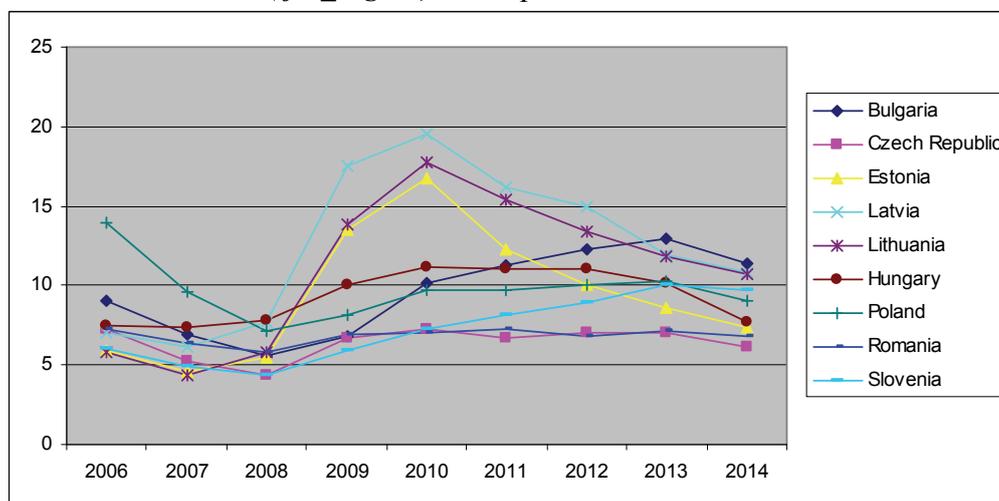
Source EUROSTAT
http://appsso.eurostat.ec.europa.eu/nui/show.do?dataset=lfsa_urgaed&lang=en

However, the crisis caused a highly level increase of unemployment level in CEE region, which let to the sharply increase of unemployment rate, even in Latvia, Lithuania and Estonia about 15-20% mainly between 2008 and 2010. But after 2010 Lithuania, Latvia and Estonia could continuously decrease the unemployment rate.

During this period, Bulgaria for longer time has had unemployment rate higher than in Hungary, which had unemployment rate was higher over 10%, but this topes soon decreased closed to 10% by the end of 2014.

The crisis of 2008 also was considerable obstacle for keeping FDI inflow into the CEE region to ensure an adequate development. After the crisis of 2008 in Poland the FDI inflow was decreased by 20%, because in three year period of 2006-2008 the FDI inflow decreased from level of 58,8 billion Dollar US (3X19,6) to level of 47, 4 billion dollar. In Hungary the FDI inflow decreased by 48% from the level of 2006-2008 to the level of 2009-2011 (Table 3). Naturally the decreasing level of the FDI inflow caused the slowly investment and firm performance, which made difficulty for customers to keep adequate successful purchase power parity on the domestic market. The FDI performance became continuously weak in supplying jobs for workers.

The policy makers should follow FDI inflow and create adequate institutional background for FDI to improve their investments in host country and improve their performance and extend job possibility. By their performance and extending job network, they could increase level of employment. The jobs provide better marketing positions by increasing the purchase power parity of local inhabitants.

Conclusions

SHRM researchers have long argued that human resources should be managed strategically and that certain practices are essential to improving organizational performance. However, the way an organization manages its HR has a significant relationship with the organization's results, a revelation that supports the resource-based view, where business competitiveness is related, at least in part, to the investments in company specific assets. Although the published research generally reports positive statistical relationships between the greater adoption of HR practices and business performance, it should also be kept in mind that many other factors besides HR practices could influence organizational performance. Furthermore, it is possible that there are complex relationships between HR practices and other resources of the firm.

The causal linkage between HR and organizational performance will enable the HR managers to design programmes that will bring forth better operational results to attain higher organizational performance. The focus of the HR management should be to understand organizational performance processes and design HR practices that influence process and outcome variables. Furthermore, beyond understanding the needs of the business, HR managers can enhance their strategic value, and the value of HRM practices, by improving their competencies in three primary areas: organizational design, managing change, and measuring performance. In addition to HR managers, all personnel should be aware of their firm's strategy.

This paper has reviewed the relevant literature and the considerable discussion and deconstruction of SHRM, various elements of *competitive strategies* and the links between these elements. Since it is clearly understood from academic research that human resources are a source of sustained competitive advantage, while, traditionally, the costs associated with the development of HR strategy have been regarded as an

operating expense, these costs would be better considered as an investment in capital assets. SHRM is one factor in the current socio-economic and technological changes, which could play a role in the effectiveness of the organization and achieving organizational success. Since today's human resources as the most valuable factor of production are the most important asset of any organization and the main source of generating competitive advantage and create value-added functionality.

In the world economy the MNCs have considerable role for improving national economies and their performance, also to implement wider FDI inflow into national economies even in CEE region, as it has occurred for the last two decades. Performance and investments of MNCs provide possible improvement of production and services at firm level to increase the competitiveness of firms on the world and local markets.

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Marta ZAJĄC

1.8. CREATING INTERNATIONAL RELATIONS BETWEEN EMPLOYEES AS A PART OF DIVERSITY OF AGE MANAGEMENT

Summary: Demographic changes on the contemporary labour market have significant effect on functioning organizations. Contemporary organizations are more and more diversified. It requires new approach on the part of managers who are currently faced with the challenge of managing a team of employees, which are composed of representatives from several different generations (including: Baby Boomers, X, Y, Z). The important part of employees management in diversified organization is shaping a right atmosphere and correctly relations between employees in different age. This article presents the secondary data analysis and own research about intergenerational relations between people. The article shows factors which have influence on shaping relation in diversified organization. Moreover, the paper indicates some recommendation connected with intergenerational relations management.

Keywords: generations, diversity of age, intergenerational relations at work

Introduction

Every organization is created by people. The organization's development depends on way of working by employees – their motivation and engagement. In this context, it is worth to emphasize that people motivation and engagement are connected with relations at work, feeling to be respected, understood and liked. This thesis was confirmed by several surveys (e.g. Wziątek-Staśko, 2014; Skolarek, 2013; Glińska-Neweś, Kalińska and Karaś, 2014). Therefore, the issue of creating a correct relationship between employees should be an important part of modern management. However, this task becomes a significant challenge for managers. The progressive demographic change (and consequently increasing generational diversity in the organization), the nature of work changes (e.g. remote work, project teams, flexible, short-term contracts), as well as progress of technology (that affects the type and method of communication) make that the way of cooperation between people is changing and it is the cause that before the contemporary managers there are many new challenges connected with creating the atmosphere and positive relationships between people in organization (Zając, 2015). This article will be mainly focused on the intergenerational diversity impact on creating the relationships at work. It will be carried out the characteristics of intergenerational relations in organization and challenges that are associated with its creating (based on the secondary data analysis and own research). There will also be presented selected forms of creating the relations between employees in the context of diversity management.

Intergenerational diversity in contemporary organization – the benefits and challenges

A generation is defined by Weston as „a group of people born in the same general time span who share some life experiences, such as big historical events, pastimes, heroes, and early work experiences" (cited by: Blauth et al., 2011) In the past, generations used to change every 25-30 years and followed in sequence one after another. Nowadays, sociologists define the different generations every 10 years (Imiołczyk, 2012). In contemporary labour market there are several different generations: generation Baby Boomers (born between 1949-1963), generation X (1964-1979), Y (1980-1994) (Baran and Kłos, 2014). Moreover, It is said also about new generation - Z – people who were born after 1995 and who will enter the labour market soon (Koc, 2015; Finch, 2015). Therefore, it is said that contemporary labour market is more and more diversified. In fact, it is natural that people in different ages differ from each other. They grew up in other times, their attitude towards work developed in other circumstances, their education proceeded differently. This may affect their different approach to work and cooperate with superiors and colleagues. In addition, they have different knowledge, which is due among other things with other professional experience and phase of their professional development. Such diversity of employees' generations in one organization can bring many benefits, but it could be connected with some difficulties.

At first it should be noted that the generational diversity could be a great potential for organization. It is connected with diversity of knowledge, skills and possibilities. Exchanging the knowledge and experiences between employees in different ages is considered to be the greatest asset of age diversity in the organization (e.g. Chartered Institute of Personnel and Development 2014). Variety of knowledge and experiences that exists in diversified of age team may contribute to the development of the organization and foster creativity of employees. It is said that differentiation on the level of education, job function, seniority, etc. turns out to have a positive impact on the work group, causing their strong drive to act. It is also important that the diversity of employees in terms of their personality can bring positive results. Moreover, a large impact on the creativity of the team may have even conflicts that arise during the cooperation in workgroup. However, only the conflicts of moderate intensity and concern on substantive issues could bring positive effect. Different opinions and views of employees favour more original, diverse and creative effects work (Lipowska, 2013; Kuntzberg and Amabile, 2000-2001). The positive impact of age diversity of employees in the development of the organization are emphasized by the researchers (Gojny and Zbierowski, 2013; Szaban, 2013; Walczak, 2011) as well as business practitioners (e.g. Groysberg and Connolly, 2014).

On the other hand, it is worth stressing that the differences between employees can also be a source of conflicts, misunderstandings and mutual dislike. Everything depends on the type of differences and skilful employees' management. It is important to notice that, for example even a moderate level of difference in styles of problem solving leads to the emergence of conflicts, hindering and blocking the creativity of individual members of the group. (Lipowska, 2013; Kuntzberg and Amabile, 2000-2001)

Moreover, conflicts which arise from the negative relationship between employees or inadequate organization of work (e.g. disputes about who is responsible for task) always have a negative impact on creativity and teamwork (Lipowska, 2013). Therefore, it is very important to appropriately manage the diversity of employees.

The diversity management can be defined as a strategy whose objective is creating and maintaining friendly working environment for employees through respect and sensitivity for their diversity (Flazalgić, 2014). The diversity of age management based on rational and effective management of potential employees in enterprises by taking account of the needs and abilities of employees of different ages (Litwińska, Sztanderska, 2010). Diversity of age management encompasses many areas. Undoubtedly, one of them is creating the right atmosphere and good relationships within the organization (Zając, 2014). Good atmosphere at work affects the involvement of employees and their motivations. Moreover, the atmosphere of trust and kindness encourages the exchange of knowledge, experience and inspiration, which is particularly important from the age diversity management point of view. Meanwhile, as indicated by the selected research: on contemporary labour market there are phenomena like discrimination based on age (both younger and elderly employers), stereotypical thinking and some kind of conflict between generations.

Relation between people of different age - a review of selected research

The research conducted into 202 enterprises in Germany by researchers: Kunze, Boehm and Brunch (2013) proved that: the greater age diversity in organizations, the greater phenomenon of discrimination based on age. It is quite obvious statement - it is difficult to talk about discrimination of age in homogeneous organization. However, this conclusion, is gaining more and more importance, if we consider the fact that today's organizations are increasingly diversified in age. Moreover, an important observation by Kunze, Boehm and Brunch was the fact that there were more common negative relationships between employees in different age who worked each other in one group and it had a negative impact on relations between the teams. It turn negatively affect the whole organization and prevented its development.

Research conducted by group of sociologists and psychologists (Uwarunkowania.., 2006) in Silesia region in Poland into two generations: people over 50 (baby boomers) and under 35 – (y generation) - (the most different generations in the contemporary labour market) showed that in practise there were a lot of barriers, which hinder intergenerational cooperation. The employees did not say about it directly, but survey showed that there were some hidden conflict, prejudices and some kind of isolation between people in different age. Both of young people and elderly people indicated some barriers in communication. The younger respondents felt that they were treated worse both by elderly employees and by managers. They felt disrespected and discriminated. Moreover, they underlined negative features of elderly people (such as reluctance to learn, tendency to moralize, their negative approach to younger people). In the opinion of young, the barriers in communication were related to main features of elderly, manager approach, organizational issue and their discrimination by elderly and managers. What interesting, young employees noticed a lot of weaknesses of elder

employees (more than themselves) and they said only about one strength of elder employees – about their experiences. This may be evidence of their hidden bias and do not being objective. The elderly respondents, similarly, felt that they were treated worse. They noticed some barriers in communication with younger too. In their opinion those barriers were related to weaknesses of younger people and their prejudice to older people. The elderly people treated younger like lazy, inexperienced and argumentative people. During the study, the elderly showed some kind of unwillingness to give advice and share knowledge with younger what could be a problem during the management - especially in context of diversity of age management. Such an attitude may be related to a general dislike for young or fear of loss of position. The barriers between employees in different age, especially in communication were underlined by employers too. Employers indicated barriers both in young and elderly behaviour. What interesting, the managers noticed a huge rivalry between young and elderly. On the other hand, in the context of diversity of age management and creation of good atmosphere at work by managers very significant is the fact that the managers emphasize much more weaknesses both younger and elderly employees than their strengths. It is interesting conclusion, because it could have direct link with the style of management, building atmosphere and relationships with the staff. It can be expected that the manager's approach to managing people is different, when they see more weaknesses than strengths of them. In this context more understandable is the fact that both the young and the elderly felt unappreciated by managers.

Conclusions of this study show that in surveyed enterprises there were problems with communication between employees of different ages. These problems were associated with stereotypical thinking, generational isolation and hidden prejudices. Importantly, these problems related to both employees and managers attitudes. It could be said, that the managers approach, in direct way could effect on shaping of the relationship at work (managers behaviour could strengthen of prejudices, conflicts and misunderstandings, or eliminate them).

Presented studies were carried out in 2006, but still appear to be valid. In Poland there are a lot of stereotypes and discrimination on labour market (the youngest and oldest employees most often underlined this problem) (Kukla, Duda and Zając, 2012).For example, the Słocińska survey shows that elder employees (who have a lot of valuable knowledge) "more often declare they do not share knowledge as they are afraid of being dismissed" (2013). This may be related to a lack of trust, bad atmosphere and animosity in organization.

Based on AchieveGlobal research (Blauth et al., 2011) it can be indicated that managers and employees of all ages and in a lot of every regions of the world emphasize the prevalence of stereotypes associated with age. A lot of managers create an image of their employees (their needs, expectations, motivation) based only on stereotypes. Sometimes, it has an impact on managers decision inter alia connected with organization of work (e.g. the creation of age homogeneous teams), allocation tasks, delegating employees to training etc. This may cause even greater generation isolation - the lack of opportunities for cooperation can lead to a lack of common ground, and consequently more barriers to communication between people. Moreover

unfair allocation of tasks and training (only based on the stereotypical thinking by manager) can lead to overt or hidden conflicts between employees. Therefore, in this context it should be stressed once again that the attitude of managers has crucial role in process of age diversity management.

Of course, the problems of stereotypes and discrimination because of age are not only connected with manager's attitudes and organization of work. The problem of communication between generations is wider and it applies not only to relations and to work. In this context, quite interesting conclusion could be given by research which was conducted in 2014 among students of Częstochowa University of Technology and their elderly colleagues: students of the Third Age University (UTA) and members of Alumni Club – graduates (Łazorko, Zając, 2014). This research was related with attitudes and willingness to cooperate between people in different age. It was not related with cooperation at work, but they provided an explanation of tendency to mutual perception of each other. The research was divided into two parts - quantity and quality ones. The quantity research was conducted using similar questionnaires among younger students and the UTA students. They were concerned the following topics: perception of each other (younger perception of seniors and vice versa), need for knowledge transfer between the groups and barriers of the knowledge transfer. Based on respondents' answer it could be said that both groups are quite open for knowledge transfer and open to that kind of experience (like cooperation between people in different age). At the same time they cannot indicate specific ways of that type of cooperation. This could mean that such cooperation does not occur now. The respondents of seniors were asked about their perception of young people. They generally assessed them as: full of energy (34%) thinking mainly about fun (23%), optimistic (18%), creative (16%), lacking of life and job experience (14%). These attributes (in stereotypical way) are associated with youth and they do not matter pejorative. However, it can absorb that the really small number of seniors assessed young people as: smart (7%), kind (3%), or friendly (3%). Such perception may cause certain adjustment in terms of interpersonal contacts with youngers - e.g. avoiding contacts or accepting defensive stance from the beginning etc. The elderly also perceive some barriers associated with working with younger people. They see them mainly in: using different language codes (more than 30% of respondents), prejudices and stereotypical thinking about themselves (nearly a quarter of respondents), mutual unwillingness to cooperate – both on senior and youngers sides (about 15%) and unwillingness to cooperate mainly on the side of the young (15%). The younger respondents consider the older colleagues mainly as: experienced, smart, prudent, characterized by extensive knowledge, attached to tradition, hard working but not as polite, sympathetic and open. Therefore, it can be said, that students also generally positively assess the seniors and they mostly perceive seniors through the prism of characteristics that stereotypically are associated with old age (wisdom of life and professional). On the other hand, they do not assess positively those characteristics which are important in interpersonal relations, such as friendliness, kindness, openness. It should be noted that a similar trend emerged in the group of senior respondents. This fact may be of considerable importance in shaping intergenerational relations - exacerbate animosity, fear of co-operation and generate barriers. To deepen

the results also quality research was conducted among students, UTA student and Alumni Club members (focus group, interviews). The research indicated lack of shared interest and common ground of communication. Every group of respondents during the focus interview said that they do not have opportunity to cooperate, communicate even in personal life – they live in separated world. Maybe it cause that they are afraid of cooperation, especially of linguistic differences that exist between them (they have been underlined mainly by the elderly). The elder think about younger that they are too complaining. The young people are afraid of moralization by elderly people and it causes that they are afraid of mutual cooperation. It is worth stressing that such concerns are associated with stereotypes and there are result from a lack of cooperation and mutual isolation.

Shaping the relation between employees in diversified organization – selected recommendation

All of previously presented surveys provide many barriers with communication between people in different age. The mutual isolation and stereotype thinking start in everyday life and then they effect on shaping the relationship between people in different age at work. In this context, the creation of good intergenerational relations in organization is a major challenge of modern management. An important part of human resources management is the knowledge of human behaviour in organizations. (Bylok 2009, p. 11) This is crucial aspect during the management in diversified organization and shaping the intergenerational relations.

The employees relationship management relies on making decisions and actions aimed at building long-term relationships with employees by enabling them to satisfy their needs, expectations and delivering economic and psychological returns (Moczydłowska, 2013). Therefore, it can be assumed that shaping of appropriate relationships in diversified organization should start from the recognition of the real employees needs and their expectations of mutual cooperation (both with superiors and with other employees). Meanwhile, presented studies have demonstrated that managers often are guided by stereotypes, and some kind of assumptions about generations rather than their real knowledge about employee's needs. So, one of the most important roles of managers is to recognize the true characteristics, motivation and expectations of their employees. Managers should treat every employee as an individual and getting rid of stereotypical thinking about people in different age (Blauth et al., 2011; Green at al., 2012; Zając, 2015). It could be a crucial aspect of shaping a good relations at work.

What is more, the presented research provided that source of misunderstanding between people in different age are usually their reluctance, prejudices, stereotypes and mutual isolation. In this context the managers should fight against employees stereotypes about each others. Managers should raise awareness of employees how they stereotypes may influence of their views. It is important to encourage every employees to reject age stereotypes and react on discrimination in organization. Blauth et al., 2011). Employers should also educate their employees how important is

efficiency cooperation between employees of different ages (for example by: practice, coaching, communication training etc.).

Moreover, it is important to create common ground for communication and cooperation for people in different age (Blauth et al., 2011; Green at al., 2012). It is natural that people prefer contact with people in the same age (Zabierowski Gojny, 2013) but this fact makes that this isolation is bigger. Therefore, the managers should motivate people to mutual cooperation and create opportunity for it (e.g. joint implementation of projects, common participation in training, mentoring programs, integration meetings, social gatherings etc.). They should seek common points that link generations and can provide a platform for cooperation.

Furthermore, it is also important to equal treatment of employees by managers. (and by each other's) Transparent rules applicable to all employees (among other things related to the delegation of responsibility, the possibility of promotion, access to training) can help to create relevant relationships at work. In this context, great importance may be work regulations (which lays out reciprocal cooperation between employees, their dependencies, rights and obligations) and ethical codes (which define the moral principles and values that should be guided by staff and managers - including such values as, inter alia, equality, justice, respect, acceptance). It is underlined that ethical codes are a tool for employees relationship management (Stanek, 2008). In the process of intergenerational relationship management the ethical codes could have really important role. It's very significant when employees are aware that they are treated in accordance with ethical principles. On the other hand, they should be aware of their duties connected with ethical treatment of their colleagues and they also should be guided by these principles during the cooperation with others. Managers should take care that every member of staff will be acquainted with the code. Moreover, it is important to engage people in different age to create the ethical code and regulations about mutual communication. What is very important the company should monitor and examine the state of relations inside the organization (as between employees as well as between employees and managers). Good tools to do it could be e.g. the communication audit or employee satisfaction survey.

Conclusions

To sum up, it should be emphasized that good relations between representants of different generation in organization have huge significance in their functioning and development. Meanwhile, there are a lot of barriers and stereotypes which shaped intergenerational relations in organization. A lot of them are hidden and it makes that it is really difficult to identify and eliminate them. In this context, a lot depends on the attitude of the manager and their sensitiveness, ethics and principles of organization of work in the organization. Very important is also common ground for communication and cooperation for people in different age. It should be remembered that the diversity of employee's age could bring many benefits for organizations (such as the transfer of knowledge and experience). Moreover, the diversified teams are more creative and innovative and it may affect the company's results, but only when in organization suitable conditions for cooperation will be created - inter alia good atmosphere (which

are affected by the relationship between employees and between employees and manager).

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CHAPTER 2

Modern tools of employee development

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2.1. E-LEARNING AS A METHOD OF EMPLOYEES' DEVELOPMENT AND TRAINING

Summary: Nowadays, all organizations leading their business are forced to compete with other entities. Significant for the enterprise is to achieve an advantage over other companies. To a large extent this is dependent on workers currently employed by the company. Therefore, concerns are devoting more and more attention to their employees. This is reflected not only in ensuring good atmosphere at work and fair wages. Moreover it is also creating opportunities for self-realization and self-development. Employees who have the opportunity to improve their qualifications and skills are more productive and loyal. Furthermore, they do not think about changing job because their company cares about the appropriate development. Each employee is solely responsible for his professional development. The organization is not obligated to develop the staff competence. However, it shall give them the right tools and support at work, so that they can pursue to improve their competence. The authors in the article want to introduce e-learning, as a modern method of improving the profession. It is a method which offers many advantages and facilities that can be used in individual improvement and training of large groups of employees. E-learning helps in the process of teaching through computers and the Internet. It is the perfect complement to the traditional teaching process. Technological changes and growing availability of the Internet Services bring new possibilities. The combination of a text, an audio, a static image and a video makes possible sharing of all kinds of information and knowledge in an interesting and effective way. The authors emphasize how important it is for business people the freedom of choice and flexibility, so that everyone can learn at their own pace, in the selected location and time.

Keywords: e-learning, advantages and disadvantages of e-learning, employee's development, professional improvement

Introduction

Unstable economic situation in Poland as well as in the world, causes that managerial staff of modern enterprises searches for the sources of savings, also in the area of HR management. Such activities should not be based on reduction of labour costs, rather on maximization of efficiency and quality of human resources. Rational investments in employees and their development is an action helping the organization to maintain its competitive advantage.

In order to define any rational way of investing in personnel these days, an organization needs to apply necessary HR policy, which will systematically regulate the human potential factor.

Employee skills and innovative operations are some possible areas where human resources can become part of core competencies. These core competencies are special capabilities that create high value and differentiates the certain organization from its competitors. The aims of our article are as follows:
- to give a short overview about the growing importance of education and training;
- to describe the essence and meaning of the employees' development;
- to evaluate the different types of e-learning and distance learning as part of the talent management and development.

The growing importance of education and training

The possibilities of billions of students and employees connected by mobile devices will be multiplied in the near future by the help of up-to-date investigations in the fields of artificial intelligence, robotics, autonomous vehicles, nanotechnology, biotechnology and 3-D printing. According to Klaus Martin Schwab *(founder and executive chair of the World Economic Forum)* the fourth industrial revolution will arrive in the near future (Table 1).

Table 1: Navigating the next industrial revolution (http 1)

Revolution	Year	Characteristics of industrial revolutions
1.	1784	The first revolution - used water and steam power to mechanize production.
2.	1870	The second revolution - used electric power to create mass production.
3.	1969	The third revolution - used electronics and information technology to automate production.
4.	????	The fourth revolution - is characterised by a fusion of technologies that is blurring the lines between the physical, digital and biological spheres.

We do not yet know too much about the fourth industrial revolution, but one thing seems to be clear: the response to it must be integrated and comprehensive, involving all stakeholders of the global polity, from the public and private sectors to academia and civil society. Schwab (2016, http1) is convinced of one thing, that in the future, talent, more than capital will represent the critical factor of production. This will give rise to a job market increasingly segregated into "low-skill/low-pay" and "high-skill/high-pay" segments, which in turn will lead to an increase in social tensions.

All these changes and challenges are forcing companies to re-examine the way they do business. Business leaders and senior executives need to understand their changing environment, challenge the assumptions of their operating teams, and relentlessly and continuously innovate (http 1; Turek and Dunay, 2014; Ptak and Daróczi, 2014).

According to the American Bill Gates (MS) by 2025, two-thirds of all jobs in the US will require education beyond high school. At the current rate the US is producing college graduates, however, USA is expected to face a shortfall of 11 million skilled workers to fill those roles over the next ten years. The problem is not that not enough students want to go to college. More students are enrolling in higher education programs than ever before. The problem is that too many drop out before completing their degrees, especially students from low-income families. A student from a wealthy

family in the US is eight times more likely to earn a bachelor's degree by age 24 than a student from a low-income family. Encouraging more low-income and first-generation college students to get college degree is critical – not just for the students themselves, but also for the health of America's economy (http 2).

The tendencies are very similar, there is also a shortfall of skilled workers in Hungary and many students drop out before completing their studies especially in the engineering study programs. E-learning and distance education can help the students of the low-income families. Bernard Marr (best-selling author, key-note speaker and leading business and data expert) concluded that the roll of boss as mentor seems to have fallen by the wayside somewhat in recent years, but people are still craving that kind of development role from their managers. Studies show that employees feel prouder of accomplishing harder work. but they need the right support to get there.

Leaders have to watch for opportunities to teach, to provide additional support, or to invite the right training for the employees. Individual development needs to be a part of every job description (http 3).

The essence and meaning of the employees' development

The organizations aimed at activity and development, need to strongly focus on conscious and planned creation of their brands. The tool useful in such process may be HR policy understood as „a systemized group of assumptions and instructions, which are aimed at optimal shaping personal and interpersonal relationships in organizational units in order to assure these units' efficiency, without compromising personal development of their members. The scientific aim of HR policy is then stimulation of employees, staff behaviours helpful in the organization's objectives achievement" (Wajda, 2003, pp.138-139). The employees' behaviours shaping, requires careful consideration of aspects and areas responsible for development oriented staff attitudes. Such attitude enables the efficient functioning of any modern enterprise in the environment that evolves dynamically, because of the rapid technical and technological progress, or increasing demands of consumers. Therefore, they have to constantly care of the development of their employees. With their knowledge and new competence, they would be sources of innovations, innovative ideas or solutions that further could result in a form of competitive advantage. Such approach becomes very significant in the services sector (Łazorko, 2011). Development is also a chance to the employees themselves, who achieving new skills, increase their worth and strength on the labour market (Gadomska-Lila, Rudawska, Platonoff, 2009).

The development of human resources is based on enabling employees' learning and qualification increase, which eventually leads to the growth of their competence. The general aim of these assets development is assuring the personnel organization stimulating the employees' features, which are the most demanded in terms of the enterprise's objectives. These objectives are achieved, when the organization cares for every employee to obtain knowledge and skills necessary to perform their duties, and whenever these skills are constantly developed in manner enabling the maximization of personnel potential (Armstrong, 2004, p.425).

Development of the employee competence basically may be divided into two stages including:
- education before starting professional work (schools, universities, practice, trainings, probations);
- education simultaneous with professional work (trainings and improving of qualifications, as well as professional career (Szałkowski, 2002; Illés et al., 2015).

Higher educational institutions shall provide a framework which combines theoretical and practical approach (Dunay et al., 2015), which will enable the graduates to use their knowledge at their future workplaces.

Because of the special care, that in a recruitment process there are accepted only the highly skilled, qualified and well educated candidates, it should be considered that their professional potential should be constantly developed. At the same time, the key aspect of this type of development has to be highlighted. Managerial staff should focus on taking care of the possibilities of updating and developing the employees' competence. Creating the proper conditions for development with a passive dimension, should be connected with active operations based on initiating and orientation in a way that it corresponds to the present and future needs of an enterprise.

In its broad understanding, development of human resources may be understood as „purposeful configurations of the action of enriching knowledge, development of skills, shaping the values, attitudes, motivations and skills, as well as taking care of physical and mental condition of the employees, or the actions causing an increase in work efficiency and increase in the market value of human resources" (Pocztowski, 2007, p.274).

On the basis of the above mentioned definition it may be clearly stated that development of an employee is a process, both completing knowledge, as well as learning new skills and competence, necessary for having the tasks effectively performed on the presently occupied position, or the future one.

It may be clearly concluded that the aim of the development of the personnel is to create such a situation, in which knowledge, skills and qualifications of the employees, would enable the organization achieving its goals:
- firstly, increasing efficiency of the organization functioning;
- secondly, meeting the needs of employees in the aspect of creating his professional career taking into account individual aspirations and aims (Gadomska-Lila, Rudawska, Platonoff, 2009, p.211).

Process of development of human resources should be encouraged by proper conditions within organizations, such as: HR strategy correlated with general organizational strategy, organizational culture, system of remuneration, or motivations. Such philosophy normally includes strategic management of human resources, described in the Schuler's model. In this model, the original role is played by the organization strategy, identifying the enterprise's needs, which are associated with specific qualities. Defining needs and forming a strategy, vision and specific strategic aims related both, to external and internal conditions. This creates a basis for stages of strategic staff management, from HR philosophy, through personnel strategy, to the final personnel processes and practices (Listwan, 2004, p.49-50).

E-learning – distance learning

The pace of technological changes occurring nowadays is incredible. Internet became the most popular source of information and the channel of communication. These changes caused that the new possibilities opens while sharing information and knowledge.

Distance learning, is a form of didactic information transferring to dispersed listeners, using various media forms. This form does not require direct, personal contact between teacher and students. English language contains many terms describing remote forms of education, such as: distance learning, distance teaching, distance education, teleteaching, teaching by network, telematic education. Some of these terms, like: distance learning and distance teaching, which define remote forms of learning and teaching, are not treated equally in Polish literature, even though they are used as synonyms in English papers (Clarke, 2007). Both of these terms are complementary, and as such, they describe the process of learning – teaching, which altogether is named as distance education. The literature contains such terms describing remote education as teleteaching, which means remote education with use of telecommunication devices, teaching by network, which is education provided through the computer networks, and telematic education, which signifies didactic process made with modern telecommunication devices in large distances between teachers and students.

The remote education enables didactic process to appear, where its participants remain far from each other, and developed computer and telecommunication technologies, including Internet, make the whole process possible (Janczyk, Sznirch, Wójtowicz, 2010, p.195).

Although the process of implementing e-learning in Poland has been lasting for over several years, it is still a marginal element of the system of education. Regardless the fact that this form of education is being more often used, it is still something new and little known, causing mistrust and suspicion, as unpopular and unavailable (Wilkin, 2009, p.25).

As the specialists in this subject claim, this form of education could be a significant tool, accelerating the process of implementing the necessary changes in the Polish system of education (Mischke, 2008).

E-learning is a distance-learning using modern devices and information technologies, special software and specially prepared teaching material. E-learning may be an individual teaching form, or function as a complementation for the traditional forms of learning (http 4).

In order to understand the possibilities given by e-learning as an educational method, there should be discussed a definition formulated by M. Kubiak who claims that „distance learning is a method of conducting educational process in the conditions that teachers and students are away from each other (sometimes it is a significant distance) and do not meet in the same place, using for sharing information – apart from the traditional means of communication- also modern tele-communicational technologies, transferring voice, video, computer data, and printed materials. Modern technologies also enables direct contact in the real time, between the teacher and student, by means

of audio- or video- conference, dependent on the distance between them" (Kubiak, 2000, p.12). D. Keeng created his definition of distance learning by specification conditions necessary for its appearance. This brings us to the following e-education factors list (Koczy, 2007, p.35-42):

- teacher and students separated from each other;
- media used in didactic process;
- mutual communication (indirect);
- education system (platform) supervision;
- necessary technical and technological backgrounds and necessary teams.

It is possible to define e-learning after considering four ways of education, such as: formal, informal, unofficial and accidental. The general idea of education information is always on a first place, and the information society we build today works mainly in digital forms, having Internet as its main source. This medium has many receivers and transfers a lot of information in various forms (in time and space) which constitutes technical means of communication. Despite its huge opportunities, using Internet required breaking barriers of traditional education and modification of teacher's role. As a consequence, the learning processes assumingly based on the personal activity are no more so strictly connected to formal education, despite its organizational and directional role. Electronic (digital) form of information becomes a symbol of e-learning processes. One should stress direct relation between this form of education and IT skills, becoming equally important to reading and writing, which is an indispensable skill in information society (Janczyk, 2008).

Particularly in higher education there is an increasing tendency to create virtual learning environment (VLE), which is in connection with the managed information system (MIS), create a managed learning environment (MLE). On the international service market we can observe a development of MOOC - massive open online courses, that allow us to attend remotely and for free the academic course selected by us. These courses can be ended by final exam. University student status is not required. Catalog of English-language courses can be found e.g. on the website MOOC List. There are MOOCs universities in 98 countries all over the world their share is shown in Figure 1.

Figure 1: Top three of 98 countries USA, India, China – MOOCs University (http 5)
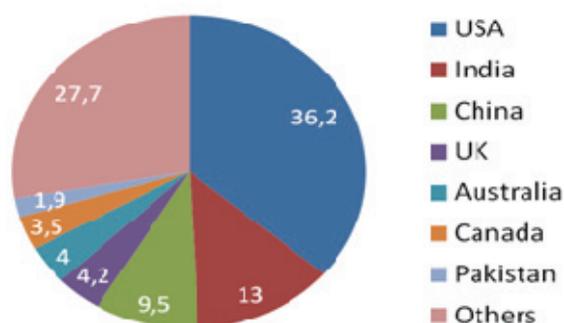
Open Educational Resources (OER) in higher education have the potential to triple in use as primary courseware over the next five years, from 4 percent to 12 percent, according to a survey of more than 500 faculty by Cengage Learning Inc (which is an educational content, technology and services company for the higher education). The use of OER for supplemental learning materials may nearly quadruple in size, from 5 percent to 19 percent (http 6).

Cengage interviewed industry experts and surveyed OER primary adopters, supplemental adopters and non-adopters. Overall, just 4% of the higher education respondents use OER as primary materials. The subject of mathematics (13%) and computing (11%) had the highest usage, while English (2%) and psychology (1%) had the lowest according to the survey (http 6).

As every learning method, e-learning has its advantages and disadvantages of being used in practice. Firstly, the advantages would be discussed, they mainly include:
- reduction of the costs of learning;
- great flexibility of the educational forms and lack of territorial limitations;
- centralization of the learning process;
- standardization of knowledge, and repetitive quality of education;
- contrary to appearances, facilitated contact with the lecturer;
- comfort of a training organization, as well as its contextuality, multithreading and individualization;
- interactivity and engaging form of teaching;
- possibility of better use of organization knowledge and better recognition and understanding of its human capital;
- possibility of being a complementary teaching method for the main one;
- possibility of a dialogue among the participants of the training in order to exchange information, views and knowledge;
- possibility of education for disabled people, who can learn, or study in the places of their accommodation, not looping the availability of the same sources of knowledge, as their healthy colleagues (Hyla, 2009, p.27; Stecyk, 2008).

Apart from the above mentioned advantages, unfortunately e-learning also has numerous limitations and disadvantages that do not occur in case of traditional education.

According to the researchers of the subject (Siemieniecki 2007, Hyla, 2009), the most significant minuses of e-learning are:
- limitations of the groups of interpersonal communication;
- being dependent on technology (equipment and connection quality, quality and type of software) and knowledge (both on the side of the teacher and learner);
- time consuming and expensive analyses, preparing of multimedia teaching materials, as well as their conservation;
- complexity of the organization of a learning process;
- limitations of social networks by being isolated from the teacher and the group;
- limitations concerning the data shared and participation in the functional classes, e.g. laboratories, experiments, etc.;
- features of the Internet, destructive for the user (a lot of interesting information, not only connected with education);

- lack of the motivating atmosphere characteristic for traditional school, or group;
- the necessity to have the predispositions for self-education, training, and self-control.

The above presented statement including advantages and disadvantages of e-learning was created on the basis of more or less adequate observations and opinions of the users of the systems of e-learning, selected by the authors of various publications and experts in this subject.

In order to meet the condition of profitability and efficiency of implementation of this form of development in personnel in the organization, here is important the awareness of its strategic using in the areas in which it is reasonable and may bring greater profits. It should not be treated as standard teaching tool. System oriented using of e-learning, adjusting it to the specificity of organization makes consideration of the long-term aims and predicting the scale of impact and repeatability (Wilkin, 2009, p.26).

The above proves, that e-learning may be treated as training and development tool, but also as an innovative instrument of institutional and social changes, which need to be seen as modifications of human behaviour patterns, social interactions, temporal aspect of social structure and institutions (Wilkin, 2009, p.25).

Conclusions

Polish and international researchers and experts (i.a. Janczyk, Sznirch and Wójtowicz, 2010, p.195.; Jelonek, Nowicki and Ziora, 2014), in their surveys discover, that e-learning is facing great opportunities in modern remote forms of education. It is significant, however, that e-learning needs to be supported by traditional forms and we should avoid applying it alone in the general education process.

Our research proves, that e-learning with its easy access to individual learning systems, brings particular advantages to such social groups as: disabled, working persons and citizens of small towns and villages. The respondents admit, that e-learning is the most efficient form of education for grown-ups and in such education areas, as trainings, professional courses, part-time learning, which is related to the lack of time for learning and lack of free choice of learning place and schedule. Major advantage of this didactical form is individualization of learning and easy, constant and fast access to the didactic materials. Disadvantages and limits of e-learning stressed by the respondents are also vital. The most commonly noticed disadvantage is weak stimulating for learning and lack of personal contact with lecturers and other students. This limit is caused by the fact, that humans are social beings, who need support and motivation provided by the direct contact with others. Majority of respondents assess their experience with e-learning as positive. They find knowledge received this way is equal to the traditional ways, and sometimes even higher.

In the consciousness of employers, as well as employees, existing of the need for constant and systematic development is obvious. At the same time, the need for training is understood. As mentioned in various sources (Wilkin, 2009) since several years educational activity of many adult Poles increases. Unfortunately, the process is selective, has relatively little scope and takes place mainly in a traditional way.

Conditions of development of the new forms of education unfortunately are not favourable, which is a result of a lack of knowledge and reliable information about these forms of education, as well as suspicion towards the new things. Even though e-learning is a didactic and technological innovation, so far not fully accepted, it seems that because of numerous disadvantages, it is worth being popularized and used in practice of teaching at various educational levels.

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Agata PRZEWOŹNA-KRZEMIŃSKA

2.2. REMUNERATION AND TRAININGS AS HR AUDIT COMPONENTS INCREASING THE EMPLOYEE MOTIVATION AND COMMITMENT

Summary

The aim of the following paper is to evaluate the role of an HR audit and pay particular attention to such areas as employee remuneration and trainings – the key factors in increasing motivation and commitment to work within each organization. Companies tend to use all possible tactics to maximize their profitability and maintain competitive edge. Among them are the effective human resource management systems as well as the employee motivation tools. This paper has been written from both a theoretical and practical perspective.

Keywords: audit, human resources management, motivation, remuneration, trainings.

Introduction

Modern companies are constantly seeking new tools for maintaining their market position, improving their image and possibly gaining a competitive advantage. The realization of these goals is possible through the employment of the candidates with the appropriate skills and the ability to motivate them to work at their highest intellectual potential. The employers usually strive to make employees help them achieve business goals while complying with labour laws and appropriate organizational culture. The fact that employers are increasingly recognizing the importance of the HR function is associated with new trends and changes that have occurred in the field of human resources management. There is now an increasing focus on professionalism and innovation, not only within the HR administration but also while creating rules, regulations and procedures. The organizations which do not use modern professional methods in relation to the HR function activities are no longer able to recruit and motivate good professionals or build the image of a successful employer and business partner. A number of studies in the area of organization and management show that the companies that achieve the best results have all implemented the modern HRM systems. Therefore, there is the need for continuous improvement of human capital management. The improvement tools include the personnel audit which is conducted in order to evaluate the effectiveness of the human resources management within the organization. The so called 'HR audit' has been used in Western European and American countries for many years now. In Poland it is called the 'HR function audit'. The organization and business management literature frequently refers to it as the 'personnel audit'. The term encompasses all the elements of the HR audit and HR function audit. "In most organizations, HR audit is one of the most common elements of personnel strategy, a kind of declaration of the management

board concerning the proper treatment of employees and realization of HR function"
(www.kadry.abc.com.pl/czytaj/-/artykul/korzysci-z-audytu-funkcji-personalnej).
The primary objective of personnel audit is the improvement of human resource
management through systematic verification of job analysis, recruitment and selection,
staff turnover, trainings, employee and executive remuneration as well as other factors
that affect employee motivation. It is thanks to the HR audit that the personnel issues
are included in the organization's strategy rather than being treated only on a short term
basis, (the so called 'strategic HR audit). The paper also concerns a Human Resource
Climate Audit which concentrates on employee motivation, their commitment to
personal development and satisfaction with remuneration. This is why the article
discusses two main areas of the HR audit; the remuneration system audit and the
employee training system audit. These are the two key factors in employee motivation.

Theoretical notions and HR audit objectives

Subject literature covers the entire spectrum of definitions of the notion of 'HR audit'.
According to the definition included in the HRM dictionary "An HR audit is the audit
aimed at the diagnosis of the staff employed by the organization and the employee
management strategy"(Listwan, 2005). The clearest possible definition has been
coined by A. Pocztowski, who refers to the personnel audit as "the systematic,
independent and methodical examination and appraisal of human resources and the
system of managing them, aimed at monitoring the compliance of their condition with
the adopted standards". (Pocztowski, 2008).The personnel audit is a process that
focuses on the staff employed in the organization and the employee management
strategy (a quick examination of the key principles and practices related to HRM). The
specific objectives of the HR audit are as follows: the structuring of organizational
work performance principles, the examination or improvement of regulations and
procedures in terms of their compliance with the existing labor laws as well as the
enhancement of human resources management services. The audit can be conducted
within a few (up to about a dozen) weeks, depending on the scope of the previously
proposed necessary changes. It is a relatively common occurrence for the audit to be
mistakenly regarded as a form of company control, which often arouses negative
emotions among the staff and the fear that some disturbing irregularities and
malpractices might be discovered. As a result, the employees are afraid of change,
which is the inevitable consequence of the audit process. Most employees respond to
the prospects of any change in their work environment with nervousness and resistance
due to misinformation or the lack of knowledge of the audit objectives. It frequently
happens that the employees do not know why the audit has been requested by their
employer. Their fears and reluctance particularly increase in the face of the HR audit.
As it has already been mentioned, a personnel audit can deal with each of the HRM
aspects, including: a/ the employees and HR administration services b/ the basic HR
procedures: *(recruitment, selection, adaptation) – selecting the best candidate for
performing the key roles in the new organizational structure; *(trainings, career
development, and employee assessment), obtaining precise information on the
employee's potential. (Sapeta, 2004). The purpose of a personnel audit is to evaluate

whether the organization's policies and procedures, internal rules and legal regulations remain in compliance with practical skills and experience in the field of labor law, remuneration policy, employee benefit accounting, tax accounting standards, human resources document management as well as social insurance services. An HR audit is an integral element of other audits conducted within the organization, including internal audits, quality audits, management audits and organizational audits. It is an independent tool for improving the effectiveness of the human resources policy. The HR audit performs both its advisory and monitoring functions. It is defined as a systematic, independent and methodical process of employee evaluation. The auditing procedures result in the provision of information whereas their aim is to draw conclusions and make recommendations in the area of work organization (Marciniak, 2010).

Remuneration system audit

The aim of the remuneration system audit in the organization is to provide an objective evaluation of the rules, forms and components of employee compensation. The salary should reflect both the type of work performed in the given position and the employee qualifications. The evaluation of the remuneration policy is aimed at identifying the weaknesses of the given compensation system and finding out whether employee salaries reflect the work performed in the given positions, motivate employees and contribute to improving the efficiency and effectiveness of the organization. The remuneration system audit is designed to analyze the following aspects of the employee compensation strategy: the components of remuneration covered by the personnel wages fund, social insurance cash benefits as well as the settlements maintained by the employer in reference to public law liabilities and the deductions made from wages. Compensation should always be paid for the work done whereas the remuneration for the time spent at work with the work left undone depends on the relevant regulations. An employee cannot waive his or her right to remuneration for work or transfer it to another person. Salaries are usually paid at least once a month within the predetermined pay period.

Each company is subject to its own remuneration regulations that include the information concerning the compensation components and the methods of their calculation. The remuneration may include fixed components (e.g. base salary, position allowance, service premium) and variable components (e.g. overtime pay, night shift allowance, additional annual compensation, rewards, appreciation and jubilee bonuses) (Borkowska, 2004).

Each HR auditor who intends to conduct an audit should first consider the following questions: Do the planned compensation funds protect the employer's needs in this area? Are the salaries of all employees and remuneration reports properly recorded? Are all the actions taken by the employer in the area of salaries and compensation in compliance with the internal regulations (e.g. remuneration regulations and bonus regulations)? Do control activities ensure continuous supervision over the correctness of the remuneration components calculation? The answer to all these questions is extremely time-consuming because the auditor has to make a thorough document

analysis and prepare for the audit. The course of the remuneration audit has been shown in Table 1.

Table 1: The course of the remuneration audit

The course of remuneration audit	Specific actions
1. familiarization with the current situation of the company and its remuneration system	documentation analysis, evaluation of remuneration and bonus regulations, interviews conducted with employees, managerial staff and HR staff
2. detailed analysis of salary budget	analysis of the budget structure, the size of the wage bill in relation to the basic financial parameters of the company, evaluation of the dynamics of salary expenditure,
3. analysis of the correlation between wage levels within the organization	the wage spread between different groups of employees, job title hierarchy.
4. analysis of individual remuneration	the share of compensation components in the total remuneration, the proper application of all remuneration components, the assessment of the degree of correlation between remuneration and effectiveness at work
5. comparing salaries with market rates	analysis of remuneration policy and the level and structure of remuneration against the current market trends.
6. preparing the final report of the remuneration audit	the report should include recommendations for change and possible actions that could improve the system
7. audit report presentation	presentation of the corrective action plan

Source: Own research of literature (Marciniak, 2010; Pocztowski, 2008; Penc, 1998; Przewoźna-Krzemińska, 2014)

One of the basic methods used for remuneration auditing is the analysis of two areas; the internal consistency and competitiveness. Internal consistency refers to fair and adequate compensation which in each component of remuneration package is in compliance with the values resulting from the company's payroll practices. On the basis of the information concerning every single job within the organization, it is possible to compare the salaries with those offered by other similar companies. The analysis of competitiveness provides insight into the level of marketability of different remuneration components for the entire company, its organizational units and every single employee. Thanks to these analyses it is easy to identify the most overpaid and underpaid working positions and thereby assess the motivation level (or its lack) of each employee working in the organization. Remuneration auditing results in numerous benefits. First of all, it helps sort things out in the area of organization-working positions- salaries; it enables the company to be perceived from market perspective and compare itself with the best. It also stimulates rational management of the company budget and helps diagnose the problems inherent in the organization, including staff turnover, the lack of employee commitment and low effectiveness. The remuneration audit provides arguments for the introduction of a new remuneration policy or the improvement of the already existed one. Moreover, it provides information concerning the organization which reflects the expectations of both the company and the employees.

Employee trainings audit

If the HR audit is conducted properly, it provides the employer with specific knowledge concerning further actions and the direction of change. It helps not only diagnose but also solve the problem. If, according to the analysis conducted by the auditor, some employees do not feel motivated and lack commitment in the workplace, this does not necessarily result from low compensation. It is a relatively common occurrence that employees feel unmotivated because they have not been properly prepared for their workplace. The participation in employee trainings is the best method of professional development and acquisition of new knowledge and skills. Companies are eager to provide the well-organized employee training courses which are designed to focus on practically any topic. Such trainings are realized not only by the internal resources of the organization but also, which has now become more frequent occurrence, by external training providers. There are a number of different types of training, including vocational training courses, soft skills trainings, OHS (occupational health and safety) trainings and language courses. Most employee trainings are conducted in the form of workshops or in-person lectures delivered by trainers. However, the on-line employee training programs, also called E-learning courses, have gained popularity in recent years. The quality of the employee training depends on whether the provider employs certified trainers or casual and inexperienced instructors. Here are the items that are examined by the auditor during the insurance agent training.

The audit of the insurance agent training process

The employee training audit involves the examination of compliance of the training process with the requirements set by the Department of Training and Workforce Development. The Department of Training prepares the program of training courses and exams, and then submits it to the organizer.
- The organizer submits the candidates for training courses and exams, collects their personal data and arranges the place of training and exams. The candidates submit their written consent for personal data processing to the organizer;
- The organizer verifies the accuracy of the candidate's database and submits it to the training department;
- The invitations to the training courses and exams are sent to the applicants at least seven days before the beginning of the course;
- The organizer is obliged to inform each candidate of the date, venue and time of the exam; only those candidates who have participated in the whole course of training are allowed to take the exam.
- Only those candidates who appear in person on the prescribed date, time and venue, show the member of examination committee their valid ID cards containing the holder's photo and sign the attendance register are allowed to take the exam.
- Names of the candidates absent from the examination hall will be deleted from the list.
- Examination is carried out in the form of a written single choice test.
- The examination committee draws up an examination report.

- Within 7 days from the announcement of examination results, the organizer issues the exam result certificate, submits it to the person who has passed or failed the exam and informs the candidates about the total scores they have obtained.
- After the exam, The President of the Examination Committee provides the organizer with the exam documents.
- The organizer submits a register of certificates to the Training Department within two working days.

The auditor of employee training is required to verify all the above mentioned stages, issue the appropriate audit report, indicate previously noticed irregularities and recommend the introduction of changes in procedures and actions.

Conclusion

As a result of the HR audit, the organization may take some strategic decisions concerning such corrective actions as improving the effectiveness of employee motivation, adjusting the training programs to the dynamics of training needs or focusing on motivating employees through compensation systems. The audit helps employees diagnose their skills and competencies, recognize their strengths and create their career path in line with them. Instead of fearing the audits, the employees should realize that this is the action that is likely to improve their working conditions. Nonetheless, they should not take this for granted, either. Therefore, it is of vital importance to follow the rules and procedures in the workplace because only then will the HR audit become an effective tool for motivating employees and improving the process of HR management in the organization.

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2.3. SHARING THE COMMON GOOD IN THE SOCIAL NETWORKS

Summary
Interest in social capital in various teachings, as a consequence, boils down to an analysis of the benefits to individuals and communities and related interpersonal relationship and institutional networks. The literature used indicates that social capital is a common good, not private or public, regardless of whether it is located in the communities of organizations or community nature. It is treated as a resource in addition, anchored in the network, from which they can benefit people with access to the network. The aim of this article is to attempt to answer a number of questions regarding the sharing of social capital, taking into account an interdisciplinary approach to issues. According to Emerson's and Castells' conceptions, in the article has been done the analysis of theoretical recognition of social networks within comparing of the network with other forms of social organization: hierarchies, markets and communities. The concept of the flow of social networks has been referred to assumptions of social capital and the new institutionalism.

Keywords: common good, social capital, social networks

Introduction

The flow of resources within social networks has been analyzed by a number of various researchers originating mainly from the environment of economists and sociologists. These approaches were not only different, but also did not take into account the previously developed ideas. In the following article the authors attempt to present and use various approaches for analysis of a problem of creating access and flow of the resources within the structures of the social networks.

Taking into account the approach by one of the first theoreticians of capitalism, K. Marks, it was based on the dialectical materialism. Power, politics and symbolic culture as the superstructure developed and have changed depending on the changes of the material base. Therefore, social capital seems not to have the material background. The research results in the area of sociobiology and evolutionary psychology prove that significant amount of the patterns of human behaviours are effects of the evolution of the species (Buss, 2003; Wilson, 2000). Although the approaches referring to the biological evolution are not the same as ideas claiming that the basis for the social change is material culture, in both cases what is symbolic is also dependent on the material (physical) background. With reference to that, it may be assumed, that it refers also to the ways of creating relationships within social networks.

The case of resources and their flow, including social, culture or symbolic capital, becomes more significant in the concepts of the organization management. It is worth

considering that within organizations there also exist informal and formal structures. Because social capital is connected with informal structures, formal structures may be treated as fixed forms of social capital.

It may be presumed, that transactions with the use of resources, from the psychological point of view, to a significant extent are based on the stable scripts (cliche), which is in opposition to the postulate of the network openness for enriching the social capital. Interpersonal relationships take the form of transactions, in which profit (pay) is a psychological advantage (pat) (Berne, 1987, pp. 9-10). Individuals create and replicate in the further generations schemas (scripts) allowing them to maximize psychological profits. From the perspective of the cultural evolution, a human being and social networks are structures allowing replicating of such types of schemas, if they are profitable for strengthening of these structures (biological, structural and economic). A part of these duplicated schemas may be destructive for individuals and the groups. As a result individuals and groups the least adapted to the environment loose the possibility of replicating of their own schemas. Each individual belonging to smaller or bigger networks, function according to the relationships allowing to dichotomous thinking according to the categories "we" and "they" that allows establishing the boarders of social networks. According to the sociological approach, social order is generated thanks to the shared (internalized) axionormative order. Taking the perspective of cultural evolution it may be presumed that social networks, as well as the individuals belonging to them, accept from the outside the schemas, values and norms that strengthen existing structure (Biedrzycki, 1998, pp. 191-198). It concerns both conscious systems of values and norms as well as unconscious schemas. Openness therefore should not be convergent with declared attitudes towards openness on social, cultural or economic environment. It may be a result of the profits for replicating of the cultural patterns in the area of a given structure organized in a form of network.

There is a question to what extent the members of the network consciously calculate their participation in the resources (goods), and to what extent they are influenced by unconscious schemas of behaviours, that give them psychological profits. E. g. workaholism allows to earn high psychological profits, allowing at the same time to earn great profits for an organization. If people support the agents who are workaholics, they accept their game and such a structure (based on workaholism) may be very durable because of the generated goods. In case of a high level of bureaucracy, workaholism oriented on (mechanic) repetition of the action does not have to lead to the use of economic goods, but generates and strengthens specific forms of behaviour.

Resources and social networks – modern approach in the humanistic science

Aiming to possess resources is one of the basic motivations in the economic activities of a human being. Such approach refers to the issue of economic capital, nevertheless the notion of a good may be also referred to social capital. It is significant that according to the idea of social capital, the access to the common goods is considered in the context of their position within the network of social relationships. The members of

the networks of interpersonal relationships activate capital accumulated within these networks, at the same time they become beneficiaries of the goods located in the network.

The idea of network became pretty popular in the texts from the field of social sciences together with the development of digital technologies and the Internet. The precursory research methodology concerning social networks was initiated in a form of sociometry by Moreno in the first half of the 20th century (Bendyk, 2004, pp. 261-267). Whereas advanced network analysis has been developed since the 1970s (Turner, 2004, p. 604). Średnicka, following Tapscott (1996, p.18) claims that the first decade of the 21st century initiates the era of networked intelligence, which may lead to creation of new economic structures and new society (Średnicka, 2011, p. 98). On the other hand, A. Słocińska, while characterizing the scientific approach to the organized forms of human activity, links logic of networking to performative approach. According to this approach, for functioning of collective entities, people and their behaviours are more important than structures and features of an organization (Słocińska, 2012, pp. 478-479).

Participation in the interpersonal relationships in the social networks

Not all the relationships within the networks are symmetrical in terms of the actors taking part in the resources exchange. Emerson marks two types of the relationships of exchange: unbalanced - connected with the power of one actor over the other one, and balanced, connected with equation of the position towards power. Power is a result of a favourable access to the resources by one of the actors, and dependency of the exchange partner on him. Equation of the positions is based on:

-   becoming independent by the actor "handicapped" in terms of the power possessed by limiting of the value of resources possessed by an exchange partner, or increasing of the own resources (finding other partners for exchange);
-   making privilege in terms of possessed power partner of exchange dependent by increasing the value of own resources, or decreasing the amount of the sources of resources for this particular partner. (Turner, 2004, pp. 326-327).

Social capital, the basis of which is a network of social relationships, is created on the basis of mutual trust as well as mutual obligations (Stelmaszczyk, 2011, p. 24). They foster creation of the information- flow networks. Paradoxically, network structure in particular cases is being created from the group of people not aiming to create such a network. An example of such a structure may be a group of people joining the network of Multi Level Marketing, initially as consumers (Bazan-Bulanda, 2014, p. 372). Structures of MLM created by the system of registration of individuals in the Internet portal become exclusive towards people digitally excluded. Analyzing network organizations in the broad context, some authors even claim, that trust in such organizations is short-term and depersonalized (Bylok, 2014, p.146). It may concluded that a long-reaching consequence of network openness may cause loss of trust. M. Stelmaszczyk proves, that trust noticeable while expressing oneself, is dependent on the circumstances and the strength of ties within the network (Stelmaszczyk, 2011, p. 28). Nevertheless, A. Słocińska advocates, that in the networks there is no space for

people characterized by Machiavellianism. People showing such type of behaviours, especially blocking the flow of information, are rejected (Słocińska, 2012, p. 477). Therefore, it may be assumed that social groups organized in a form of a network are able to deal with the „free riders", whose actions could lead to loss of trust. Hence, trust cannot be a short-term phenomenon in case of opening of a network. It should be rather presumed, that maintaining trust with simultaneous opening of the network requires existence of a permanent root. An effect of this is „crystallization" (stiffening) of a social network (Skolik, 2014, pp. 166-167). What is worth mentioning is the point of view presented by Yamagishi and Cook, who claim that the greater is the network, the lower are the costs of occurrence of the "free riders" within its structures. What is characteristic among authors is existence of the reciprocal exchange within the networks (with postponement of the reward for future time), where the resources are passed among the actors sequentially. It generates some of the properties of a network exchange (Turner, 2004):

- breaking of the „exchange chain" may lead to decay of the network;
- actors directly linked are more willing to cooperate;
- permanent controls meaning high possibility of catching „free riders" within the chain of the exchange relationships.

According to this concept of creating trust, it is a result of constant, reciprocal supervision and expecting the action according to the accepted rules. The network structure, therefore may influence the use of the Machiavellian strategies. What is connected to that, the level of trust is influenced not only by the axionormative system of the network members, but also their personalities and structural (morphological) aspect of the network.

According to Stelmaszczyk, in order to have the relationships among partners existing, including trust, they have to be attractive for each other, and the type of attractiveness is dependent on similarities in various dimensions (Stelmaszczyk, 2011). The author also indicates some of the biological factors (biological similarity). Such an approach may be ethically problematic because of the possibility of 'reviving" the racist ideas. Nevertheless, a great deal of the research proves that interpersonal attractiveness has biological background (Pawłowski, 2009). Also skeptical attitude to the aspect of trust within the network is presented by J. Średnicka, who claims that webbyness leads to the increase in the frequency of relationships ad hoc (in relations with not necessarily attractive "strangers"), and by this- to the tensions and uncertainty (Średnicka, 2011). Every new user of the network is a potential rival in the access to the goods. According to R. M. Emerson the tensions within the network are results of not only the frequency of relationships between heterogeneous actors, but asymmetry within their positions towards access to power and access to the resources. Extreme case of asymmetry in the relationships is one-sided monopoly. It occurs when the actors disposing one type of a good become alternative for the actors possessing other types of goods. At the same time, such an actor has an advantage in power over the remaining actors. Such a relation is unstable and it is presumed that the actors exchanging the goods with the monopolist will aim to balance the positions (Turner, 2004). One of the ways of obtaining balance is "division of labour" where actors exchanging goods with a monopolist start diversifying in terms of the delivered items (Turner, 2004, p. 330).

Assuming, that the network has its permanent root (the most active and relatively the longest functioning members in a given network), every new member is treated the same way, and their different values may be potential resources for social capital. What is more, rather for people joining the group, created relationships in the network may seem to be full of tensions and ambiguities. It would be also difficult to agree that with the risk arising from interdependence of many networks, members involved in the networks every single time have to discuss the matters concerning binding decisions (Średnicka, 2011, pp. 102-104). Sometimes the loss of access to the resources of the social capital may be the lower cost than the use of energy and psychological costs connected with the decision making process.

The engagement and positive emotions may also be treated as the resources. Lawler and Yoon in a model confirmed by the results of the experiments present the following set of interdependencies (Turner, 2004, pp. 382-383):

- if in the relations of exchange the power is total (sum of mutual interdependencies) is significant, and relative power (difference between mutual interdependencies) is low, the frequency of exchange will be significant.;
- significant frequency of exchanges leads to appearance of positive emotions in the exchange (e.g. excitement caused by future rewards or satisfaction caused by the finalized exchange);
- positive emotions foster consistency of relationships;
- finally, consistency of relationships catalyze such behaviours as: bestowing with gifts, maintaining the relationships and taking part in the common projects.

Relationships of exchange may undergo the process of objectization, which means independently from the resources exchange, the process itself will be a reward for the actors. On the other hand L. Molm considering the problem of justice and punishment in the exchange processes, it may be concluded that the actors will rather try to avoid losses. It means that in reciprocal exchange, individuals will attempt to maintain the status quo and will not risk with the behaviours that may bring losses (Turner 2004).

Taking into account the above mentioned approach, the tensions within the network and negative emotions will be reduced within the networks in which exchange acts will be reciprocated and too little extent will lead to structural advantage of some of the actors over the rest, at the same time influencing positively their mutual interdependencies. Such a model of network may be considered as stable, therefore to little extent prone to decay. What is worth considering is the need of such a model in the optimization of functioning of modern organizations.

Social network structures vs. hierarchy

The key elements of the networks are the nodes, defining their spatial structure. The nodes are described as points, and in order to limit the level of theoretical abstraction, it may be also presumed as people, social positions, or actors (concerning also collective actors). The next aspect of the network structure concerns connections between the nodes that in the idea of social capital lead to the synergy effect. The connections (links) are characteristic by the flow of resources of three types (Turner, 2004): (1) material (physical objects); (2) symbols (e.g. ideas, values, norms) and (3) feelings (e.g. approval, pleasure).

In the initial studies concerning interpersonal relationships J. Moreno focused mainly on the emotional states (Turner p. 605) creating the sociometry technique (Brzeziński, 1984, p. 287). Material and symbolic resources may be treated as the resources of material and symbolic culture, but feelings (emotions) as social resources. W. Dyduch claims that failure to build the relationships between the participants of the network may stop the development of innovation and initiative (Dyduch, 2011, p. 24). It is worth considering, to what extent the strength of the ties (intensity of involvement and frequency of relationships), would be optimal for innovative activities. In accordance with the ideas referring to the problem of social deviations, innovations are the main deviations towards conformist activities (Merton, 2002, pp. 206-242). Whereas conformism is both an effect of creating strong relationships, as well as avoiding risky (innovative) behaviours. Innovation would therefore be a factor destabilizing the network, if it would cause increase in asymmetry in relationships between the exchange partners.

Apart from the above mentioned aspects of the network structures, in its description the following parameters are taken into account: network density, size, centralization, heterogeneity (Bylok, 2013, p.159). In the network analysis, apart from the above mentioned parameters, there are also other configurations of links and connected to them morphological properties: (Turner, 2004, pp. 607-612):

- number of links;
- direction of the flow (including degree of reciprocity of links);
- transitivity of the links (passing the resources to the further actors within the chain of interconnections);
- in case of the density of links, the cliques are considered as local densities;
- strength of the links (frequent flow of many resources);
- bridges (links connecting local densities);
- intermediaries (nodes mediating between various local densities, that are usually characterized by actions aiming to block the links between the local densities);
- in case of centrality it is defined as the property of a node based on linking with many intermediaries;
- equivalence meaning identity of the relationships of some actors towards others.

Besides the structural dimension of social capital presented this way, there are also discussed cognitive approaches referring to the organizational culture and relational approach – connected with the rules and trust (Nahapiet, Ghostal, 1998, pp. 252-256). Dependently on the configuration, network may have more egalitarian, or more hierarchical form. In case formal organizations, hierarchical networks are characterized by lower density, and a manager is a clear, central node. In case of egalitarian networks there are not any clear nodes – there is no center, and managers are relatively more distanced towards personnel (Bylok, 2013, pp. 161-163). Such forms may be analyzed methodologically as ideal types, from which the intermediate models may be constructed. If, thanks to the development of modern technologies, the space became shrunken and caused progressive thickening of the network structure (Słocińska, 2012), it may be concluded, that such phenomenon would lead to gradual equalization of social networks in the organizations.

According to Średnicka „[at] the level of a country and organization various networks intersect and it is not possible to have them organized in a form of a hierarchical structure" (Średnicka, 2011, p. 101). It would be hard to say whether in fact the size of a network and dissemination of networking could lead to simultaneous disappearance of hierarchical structure. Even in the network environment of a cyberspace, which is not orderly, locally emerge and strengthen hierarchies (Skolik, 2012, pp. 129-132). In the companies of network marketing, they are formally lack of management staff (Bazan-Bulanda, 2014, p. 369). It should be presumed that in MLM the managing functions are acted by people in the roles of mentors, patrons, teachers and many other roles created in order to highlight the community nature of such organization.

According to the sociological theory, there may be distinguished four forms of organizational structures: communities, hierarchies, networks and markets (Stalder, 2012). Referring to the questions of hierarchy and egalitarianism, in the ideas of Castells, Urry and Musso network structures in comparison to the remaining forms of organization, are characterized by the following properties (Stalder, 2012):

(1) If the markets are treated as a sum of actions of various individuals (actors), in case of the network the nodes are defined by the whole structure of links. For the nodes of the network, the consequences of the entrance to the structure, or leaving the structure are more significant than in case on entering or leaving the market. The markets are impersonal ideal types, whereas networks are ideal „personal" types – apart from the significant autonomy, the nodes are linked with more clear personal relationships.

(2) Hierarchies are defined as permanent structures of management and controls, whereas in the networks there occurs constant adjusting to the developed interaction patterns (more durable than in the market) and permanent re-defining of the network participants. Because of the lack of formal authority, conflicts are resolved by negotiations, or by reference to the external authorities. Structures of interconnections within the networks are relatively unstable, and configurations of the links are dependent on the dynamics of the impacts of the nodes and characteristics of the internal patterns of interactions.

(3) Comparing to hierarchies and markets, networks provide individuals with the greater rank of subjectivity, similarly to the structures. In contrast to the community:
-   networks do not minimize heterogeneity;
-   individuals are more autonomous towards the whole (it is more easy to enter and leave network than in case of communities);
-   networks are more asymmetric (informal hierarchies are created);
-   networks are integrated around the common aim of „unequal" nodes;
-   axionormative system in the network is the reference point for interacting units.

Access to the common resources within the network structures

The essence of functioning of social networks is potential identified with social capital (Bartkowski, 2007), where interpersonal relationships generate connections between the resources. They are activated and „socialized" within the networks of social capital (Bartkowski, 2007, p. 84). According to scientific literature, activating of resources is connected with the issue of diffusion of networking (Średnicka, 2011). As mentioned

by Przybysz & Sauś (2004) social capital was generated together with the development of democratic, free market (therefore development towards the direction of networks) environments. Nevertheless, it has to be assumed that network structures had been existing much earlier. Bendyk (2004) proves that some of the forms of webbyness appeared in the religious movements in the period of intensive action of inquisition.

Creating of the network structures secondarily contribute to the phenomenon of intercepting the resources located in the social relationships (Pogonowska, 2004, p. 24). The profit from the network is mostly earned by the communities creating common goods, but it may be also of some benefit for people, who to some smaller extent contribute to the production of social capital as well. According to Lin (1999) the networks originated as a result of common need for earning profits. With reference to the above mentioned sociological theory, such approach place the notion of network structures at the same level as market structures. From the neoliberal point of view, common goods are prone to be destroyed, or damaged, if they are not privatized. According to the „New institutionalism" common goods are not stored, or destroyed, if the communities using them: designate the borders for the place in which the goods will be located; adjust the rules to the local needs, but the rules may also be modified by the members of the communities; sanctions are graded and there is the possibility to monitor actions of individuals (Hofmokl, 2009, pp. 40-41). Here the question may be asked, whether any of the factors regulating the access to the common goods within homogeneous communities may be transferred into the rules of functioning of the axionormative system and system of sanctions within the networks.

Manufactured economic goods may be replaceable by other forms of capital, including social capital (Bartkowski, 2007). Transactions, therefore, transformations of various forms of capital into other forms, are connected with different costs that can limit the loose of action. At the same time, some of the costs may be borne in order to protect the rules of mutuality (Bartkowski, 2007). According to the classical approach by Bourdieu existing of social capital was the factor strengthening social inequalities with reference to the access, or lack of access to this capital. Some of the modern texts present the opposite approach, identifying creation of social capital with reciprocal altruism (Dziekański, 2011, p. 184). The issues discussed above concerning the aspect of the position of the individuals within the networks indicate that the networks are dynamic systems, it is common that there may take place the process of blocking of the resources by the brokers, but also altruism may appear among the nodes aiming to limit the position of the central actor.

Conclusions

On the basis of the literature study the following conclusions were formulated:
- What may influence the level of trust is not only the axionormative system of the network members and their personalities, but also structural (morphological) aspect of the network.
- Perceiving of the tensions within the network is not caused by the fact that the relationships are established among the new members, but because of the fact that

the new members may perceive networks as full of tensions and misunderstandings.

- Model of a network may be considered as stable (to little extent prone to decay) if 1) tensions and negative emotions are reduced, 2) acts of exchange are reciprocal and to little extent generate structural inequalities, at the same time 3) having positive influence on mutual dependence of the actors
- Innovation may destabilize the network, if it leads to the increase in the asymmetry of the relationship between the exchange partners.
- Network as a dynamic system is a form of organization of the activities standing out and combining forms existing on the markets, within organizations as well as in the communities. This dynamics does not allow to state clearly, to what extent morphology of a network may lead to the given proportion of the egoistic and altruistic (selfish and selfless) behaviours.

If cooperation reduces risk, it is not because of elimination of deviant behaviours, but because of limited tolerance. Existing rules within the respectively stable networks are not reified, but always socially negotiated. Otherwise, it would cause closing the communities in the state of lack of trust and ostracism against the new members. If the models of cooperation are cultural matrix, it does not mean that they are „monoliths". In the network environment the certain patterns of behaviour that effect in supporting and enriching of the resources have greater chances to survive. If the social capital enables innovations, it happens thanks to the possibility of using common goods, including knowledge about mistakes. For survival of the network of resources of social capital there should be kept greater balance between chaos of deviations, and stagnation of normative order.

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2.4. HUMAN RESOURCE MANAGEMENT: TOOLS AND STRATEGIES

Summary

Human Resource Management (HRM) has been emphasized as a significant contributor to successful business strategy. Like most of the innovative new methods in business area, HRM also emerged in the US and from there spreaded to other countries, primarily by multinational companies. The evolution of HRM is strongly connected to changes in labour market firstly of all in developed countries. Low-value-added work phases have been outsourced from developed countries to poorer ones, especially to Southeast Asia, where semi-skilled workers suffer under terrible conditions but who cares? This labour force is surely not subjects of sophisticated HRM methods. HRM has to achieve to integrate very different working methods/cultures. Attractive, inspiring work-environment (ergonomics) can be considered as product of HRM. One of the most important tasks of HRM is to improve performance in organization. In multinational companies, HRM helps incorporate employees arriving from different cultural environment. In the public sector, HRM also can play important role, but in a number of countries, it is used to serve corruption, clientele building and servilism and not public ethos. New challenges, usually connected to current social debates, determine the development of HRM.

Keywords: labour market, HRM, multinational companies, systems management

Introduction

Human Resource (HR) is a product of the early 20th century, when researchers began documenting ways of creating business value through the management and later strategic management of the workforce. The function was initially dominated by transactional work, like administration of payroll, award, benefit, i.e. pure administration. It is no coincidence that HR spawned in the early 20th century in America, the engine of 20th century capitalism. After World War II, capitalism has fundamentally been changed and evolved a new model, the welfare state and the liberal democracy. These two fundamental changes transformed and determined completely the society and the economy for long time. Other kind of changes has occurred in the Third World. The colonial system collapsed and those countries that became independent tried to break away from the legacy of the past. Many proclaimed socialism or started to create their own system. The HRM in the West was developing parallel with management techniques, corporate strategies and business solutions (Drucker et al., 1997).

The starting point was the work of Frederick Taylor (1856-1915). Taylor explored what he termed "scientific management" (later referred to by others as "Taylorism"), striving to improve economic efficiency in manufacturing jobs. Taylor's focus on organization was to develop precise analytical schemes to select and reword workers. Later, in the 20s this method encompassed issues like training and appraising the workers. While the focus was on the individual performance in the first quarter of the 20th century, in the second it shifted to the group performance. The human relations movement evolved mostly from the research of Elton Mayo from the 30s. This theory was focusing on productivity of individuals by experimenting with groups, i.e. changing its composition, environmental elements, physical arrangements, and incentives (Lewis and Myers, 2011).

The HRM practices in different decades should not be considered as sharply separated methods but these methods are built upon each other and enriched each other. Therefore, today's HRM can use a large scale of means in supporting business corporate purposes. In the age of globalization the development of technology, research and innovation, the sophisticated attitude of the company, especially in financial and technological level, the influence and importance of IT, all of these are pushed the HR to concentrate more on strategic issues, like merging/acquisition, inclusion/diversity, production/R&D, talent management, democratic way in decision-making/individual responsibility etc. It is worth to mention some words about the prestige of HR/HRM. Only in the USA, there are half a million HR practitioners. The chief of HRM or HR Director belongs to the leadership of the company and typically reports/works directly to/with the Chief Executive Officer (CEO). HR manager consistently ranks as one of the best jobs and the same is with the payment. Within bigger or multinational companies, HR positions generally fall into one of two categories: generalist and specialist. Generalists support employees directly with their questions, grievances, and work on a range of projects within the organization. They are handling all aspects of HR-work (Wright et al., 2005). The role of HR/HRM has been different in different period. By today, a real science evolved and HRM consist of many different elements. Areas covered by HRM invoke other sciences like industrial/organizational psychology, sociology, ergonomy, education, etc. They all contributed to the success story of HRM.

Different Aspects of HRM

Schein 1985 describes three types of organization in his work Organisational Culture and Leadership and they reflect how HRM is challenged by different corporate philosophy and management style (Mureithi & Wasikama, 2000), which are as the follows:

1. Culture of Operators: it develops behaviour, which on one hand can manage and mitigate the impact of changes caused by managers, leaders, and on other hand can handle the intervention and commanding endeavours of the various functional unit.
2. Culture of Technocrats (Engineers): this is the culture of professionals dealing with operation, systems, and rules of the organization. Those who belongs to this

culture, they usually do not like dealing with people and are happy to ignore questions about human behaviour.

3. Culture of the Leaders (Executives): this is basically characteristic of managers, top executives. For them, the fundamental value is the vindication of the financial aspects, the share price and the dividend, securing financial viability, preserving the goodwill of stakeholders.

The three main different dimensions, which can be considered in HRM as we look at the essence of HR activity, are:

Classical tasks - Dealing with employees regarding the company's or organization's strategy/targets. From this aspect, the primary purpose of HRM is to serve the basic needs of the company/organization. Administrating the traditional task, keeping records related to staff, gathering information about study etc. This activity is considered with suspicion in non-democratic or not fully democratic systems and the connotation of HR department is negative in these countries. Although the primary focus is on the interest of the company/organization, HR is dealing with the well-being of employees as well, like certain benefits, social assistance system, maintaining the contact with retired workers, etc. It must fully serve the interest of organization. However, it also has to be empathetic towards the problems of employees, although the employees know well subconsciously that HR primarily serves the interests of the company. In many cases, HR stuff has direct contact with police or intelligence services. Still HR must carry out confidence building.

Contribution to the development of corporate strategy - This activity evolved later than the first one. At that time, HR already had other duties as well not only the administrative ones. HR became responsible not only for daily services but was expected to contribute to long-term strategic plans. HR was challenged how it could contribute to improving the quality, strengthening the creativity and increasing the competitiveness.

The self-interest of the HR department - Of course, every organization has its own interests, the so-called self-interest. In this respect, HR Department does not differ from other departments. Concerning its self-interest, it conducts similar strategies within the organization than other departments. It participates in the power plays with other units. The only difference is that the access to information is not equal and HR's position is advanced. What does the self-interest dictate? Preserving the organization, this is the normal basic condition of any existence. Then, an important goal is also to be strength enough in comparison to other units. HR should be considered useful, important and irreplaceable for the management's purpose.

The organizational effectiveness should be analysed from the aspect how much it can meet the requirements in order to survive and progress such as:

The acquisition of resources in order to successfully compete in the market and keep the appropriate quantity and quality of requested resources indispensable or necessary for the operation. If this fails, impairs productivity.

Productivity: it must continuously maintain favourable rate in relation between expense, cost, yield, income.

Rational coordination: the organizational goals are recommended to be harmonized with the organizational activities in a reasonable, regulated, pre-designed and predictable manner.

The organization's renewal and adaptation: the organizations should use resources to activities that increase its potential future value.

Conformity: the organization has to meet the standards imposed by the environment. Non-compliance with social norms is threatened by penalties that threaten the survival of organization.

In circumstances where employees desire and are legally authorized to hold a collective bargaining agreement, HR will typically also serve as the company's primary liaison with the employee's representatives (usually a labour union). Consequently, HR, usually through representatives, engages in lobbying efforts with governmental agencies to further its priorities. If we consider HRM, it has four basic functions: staffing, training and development, motivation and maintenance. Staffing is the recruitment and selection of potential employees, done through interviewing, applications, networking, etc. Training and development is the next step in a continuous process of training and developing competent and adapted employees. Motivation is key element to keeping employees highly productive. This function can include employee's benefits, performance appraisals and rewards. The last function of maintenance involves keeping the employees' commitment and loyalty to the organization. HRM is frequently involved in the merger and acquisition process. HRM is generally viewed as a support function to the business, helping to minimize costs and reduce risk (Schuler, 2000).

2.1. HRM at International Companies

At international companies two type of HRM can be distincted. One is the classical one that can be called *administrative system*. It can be characterized by the following marks:

- Using low-skilled labour or specialized that does not require the establishment of a complex system of recruitment – it is mostly typical at traditional companies but it is different at creative companies.
- Tasks are often routine and there is no need for a sophisticated training option or the development of the workforce.
- The evaluation is very much based on concrete results, usually on mass products.
- The remuneration is used to be an automatism and individual award can be based on productivity or concrete production.

The other type of HRM can be called human capital system, and can be characterized by the following marks:

- The role of the employees is changing, and it is flexible. The knowledge or skill of the employees is evolving from a simple task to the more complex challenges. The employee is required to provide non-mechanic attitudes like problem solving, continuous improvement of quality, innovative approach.

- The acquisition of employees by HRM is key element of achieving the management's targets. Usually it needs an extra training to fit the employee into the corporate environment.
- HRM should be active in providing with all of the available information.
- The remuneration is usually targeted the group and not the individual, based on the collective performance.

2.2. HRM at SMEs

Significant, simultaneous and longitudinal relationships are proved between different HRM practices and performance-indicators. Given limited resources in comparison to big companies, the SMEs have less option to improve performance. Also have less financial ability to hire a strongly motivated stuff. It should be counterbalanced by attractive advantages that cannot be provided easily by large, less flexible corporations (Schuler, 2000).

Table 1: SHRM Options in Cooperation with Different Types of Big Corporations

Partner Industry	
Growth Industry	**Matured Industry**
For example telecommunications, IT. The changes are rapid. The SMEs main concern whether to deepen or not the capabilities to keep the competitiveness.	SMEs are possessing high-level competitiveness, technical HRM skills, but low level of SHRM skills. SMEs are taking part in value chain of bog corporations and competition is limited. The SMEs main concern whether to keep the partnership and to stay in a slow growing area.
Innovative leader aggressively adapting strategic HRM practices to enable it meet the needs of partners in fast growing industries.	Matured leader relying on the technical HRM capabilities that have proven beneficial in meeting partner needs. It may be anticipating a competitive need to shift focus to serving the needs of companies in a fast moving industry and thus a need to adopt strategic HRM practices.
Flexible leader whose HRM practices are focused on meeting the current needs of its big business partner.	Laggard, reliant on technical human resource management practices. It has limited resources to be competitive in serving the needs of companies in a growing industry.
Fragmented Industry	**Declining Industry**
For example banking sector. SMEs are using wide range of strategies in order to fulfil the demand of very diver's customer groups. The SMEs main concern whether to deepen or not the capabilities to identify potential partners and to be able to satisfy the needs of such partners.	For example stagnant or declining industries. High pressure on prices, low profitability. The SMEs main concern whether to continue the cooperation or leave it.

Source: Schuler (2000); Government of South Africa (2001)

Interesting question is how the Society for Human Resource Management (SHRM) practices of an SME can successfully support the SME's cooperation with a big company. Such a strategic partnership is a tool for building/sustaining competitive advantages. SHRM capabilities are an asset that is closely related to company's ability to deliver its business model to workforce, implement and execute strategy. The importance of intellectual, human and social capital, core competences and capabilities, these all are becoming increasingly recognized as critical success factor for well-running business. The strategic partnership or alliance is the most popular in sectors where rapid changes are typical, especially in technological or price-sensitive sector. Table 1 summarizes the SHRM options in cooperation with different types of big corporations (Schuler, 2000; Government of South Africa, 2001).

The successful implementation and internalization of SHRM practices are key factor in business success. Investing in HR's might be a key input for sustainable competitive advantage of an SME. But such an investment has some risk like short-run cost could be high and guarantee is limited that employees can be kept at the company. In addition, the medium or longer-term profit of such an investment can be compensated by the business success of the SME and can provide the sustained competitive advantages of the company.

2.3. HR Strategies and HRM Tools

Conceptually the following four factors related to competitiveness can be separated: performance, quality, flexibility and innovation. If they are considered in a timetable, we can see the four main benchmarks in the development of HRM in the last thirty-fourty years. And they express well the switch from the simple to the more complex, from the routine production to the search for sophisticated solutions, from the discipline as the main framework to the freedom of creation and innovation.

Table 2: Cultural Dimensions (Formal / Informal) from the Developing World

Trompenaars Cultural Dimensions		Formal/Informal – Centralized/ Decentralized	
decentralized informal, based on equality, performance- and person-oriented, achievement-oriented	Sweden	decentralized, formal, equality-based, task/objectives-oriented, performance-oriented	USA, Canada, Great Britain
informal, centralized, hierarchical, personal contact oriented, power-oriented, highly contextual, informal, diffuse	France, Spain, Japan, Hungary	formal, centralized, task-oriented, role-oriented, structure, organogram is important, power distributed by hierarchy and position	Denmark, Germany, Netherlands

Source: Hofstede (1997).

126

Companies following defendant or prospector strategy they can be very different. The elements of contemporary HRM can be considered as a big puzzle. One can create high variety of strategies they differ in some elements of the mix. The mix consists of growing number of elements as HRM invokes sciences like psychology, sociology, etc. that can help build up effective HRM strategies and successful contribution to the corporate strategy. It is worth to refer to cultural anthropology that can be highly determinative in business culture, business attitude which is definitely appearing in HRM as well. The following types set up by Hofstede (1997) are based on selection from western type society but can be of course enlarged with the examples from the developing world (Table 2).

Covin & Slevin (1991) developed a conceptual model of entrepreneurial behaviour at the organizations level and they postulated that all manner of organizations can be considered as entrepreneurial behaviour.

In Table (3) there is approach, which defines two types of HR-activity using market-type and internal system distinctions (Hamid, 2013).

Table 3: Two Types of HR Activity (Market - Internal System Distinctions)

HR Practices	Market - Type System	Internal System
Internal carrier opportunities	Hiring almost exclusively from outside of the organization Very little use of internal career ladders	Hiring mainly from within the organization Extensive use of well-defined career ladders
Training	No formal training provided Little if any socialization taking place within the organization	Extensive formal training provided Great amount of socialization within the organization
Results-oriented appraisals	Performance measured by quantifiable output or results-oriented measures Feedback in the form of numbers and evaluation	Performance measured by behaviour-oriented measures Feedback more for developmental purposes
Profit sharing	Profit sharing used extensively	Few incentive systems used Very little use of profit-sharing
Employment security	Very little employment security given	Great deal of employment security among those who make it through the initial trial period Extensive benefits to those "outplaced"
Participation	Employees given little voices in the organization	Employees likely have access to grievance systems Employees more likely to participate in decision making
Job description	Jobs are not clearly defined Job definitions are loose	Jobs very tightly defined

Source: Hamid (2013)

After HR started to deal with larger perspective of companies, it has been shifting from the classical macroeconomic topics to macro ones. Following the integration of HRM into the business strategies, the enhanced version of the HRM called SHRM (Strategic

Human Resource Management) appeared as the most important tool from HR side. Hamid (2013), Habib (2012) SHRM practices are specifically developed, implemented, executed and deliberately linked to the company's strategy. SHRM implies that employees, i.e. human capital are strategic resources and therefore must be incorporated to the corporate strategy. Abide earlier thought specific HR practices were required to promote behaviours designed to deliver firm strategies and there was a strong focus on relationship between company strategy and the behaviour of employees. In fact, SHRM means tightly alignment between traditional HRM practices like recruitment, selection, education, training, rewards, etc. with the company's strategy. It also means instituting policies/procedures that facilitate proficient strategy execution, developing knowledge management capabilities through leveraging of best practices, creating learning organization through constant adoption, utilization and internal dissemination of best practices, executing change management procedure in order to build, to contribute and to maintain the strategy-supportive corporate environment. SHRM cannot improve company's performance without the following two conditions. First, HR function should actively contribute to the development of overall strategy of the company, and also to the implementation of this strategy. Second, human capital should provide sustainable competitive advantage and should be a strategic business asset. It means HR can be considered as strategic lever to achieve the company's objectives. Three approaches are defined in SHRM practices: universalistic approach, contingency approach and configuration approach... The contingency theory says that in order to be effective organization its HR policy must be in harmony with other aspects of the company.

Cameron and Quinn (2011) conducted research on organizational effectiveness and success. Based on the Competing Values Framework, they developed the Organizational Culture Assessment Instrument that distinguishes four culture types. As they observed the competing values produce polarities and the two most important polarities in defining organizational success are the followings: flexibility vs. stability and internal vs. external focus. From these polarities, they have constructed a quadrant with four types of culture:

- Clan culture (internal focus and flexible) - A friendly workplace where leaders act like father figures.
- Adhocracy culture (external focus and flexible) - A dynamic workplace with leaders that stimulate innovation.
- Market culture (external focus and controlled) - A competitive workplace with leaders like hard drivers
- Hierarchy culture (internal focus and controlled) - A structured and formalized workplace where leaders act like coordinators.

In addition, clan cultures are most strongly associated with positive employee attitudes and product and service quality. Market cultures are most strongly related with innovation and financial effectiveness criteria. The primary belief in market cultures that clear goals and contingent rewards motivate employees to aggressively perform and meet stakeholders' expectations; a core belief in clan cultures is that the organization's trust in and commitment to employees facilitates open communication and employee involvement. These differing results suggest that it is important for

executive leaders to consider the match between strategic initiatives and organizational culture when determining how to embed a culture that produces competitive advantage.

3. Challenges for HRM

Future challenges for HRM coincide with social challenges. For example, workplace democracy and democratic management methods will become more important in the future? How much will dominate in the world the consumer way of life model? In the clash of different cultures/civilizations will be the winner of the Western side? How the Western methods will handle the rich-poor gap, or would it, keep the current level of exploitation? Will HRM be the subject of the struggle between civilizations? And if so, what kind of prospect we can predict? Following the automation fewer and fewer workers will be needed.

Srivastava - Agarwal (2012): How to deal with the ensuing tension? How to minimize the negative impact of the brain drain issue in the poor countries? Privacy Compliance (for example in health status), the integration of multi-national environment, preference of young and brainwashed people, collision between individualism, individual creativity and the tardiness of big companies' functioning; facilitating brain-drain and supporting international work culture vs. traditional/local conditions, environment; cash-based profit as the highest value vs. importance of commonweal, public interest, social benefits would disappear; strengthening democratic systems vs. strong hierarchy in decision-making. Each topic could be subject of a new paper. We just tried to raise some questions which are today not so much emphasized in the current HRM literature but they will strongly appear in the future. The gender or race conflict has always been a key issue in the USA. The unequal position of women in the labour market in most countries remained until now. The position of women in the labour market can be considered more disadvantaged in comparison to men's position because absences arise from childbirth and child rearing. According to Thomas (1992), dimensions of workplace diversity include, but are not limited to age, ethnicity, ancestry, gender, physical abilities/qualities, race, sexual orientation, educational background, geographic location, income, marital status, military experience, religious beliefs, parental status, and work experience.

Furthermore, organizations/companies are eager to find Sustainable Competitive Advantage (SCA) in using resources including in HRM as well. If there is a new management approach therefore is a need adequate new approaches in HRM as well.

The Charter for the Public Service in Africa was adopted by the 3rd Pan-African Conference of Ministers of Public Service hold in Namibia in 2001. The above-mentioned workshop wanted to facilitate the realization of the Charter. Some conclusions of the workshop such as the follows:

  - Each country or each region has its own peculiarities.
  - In most of the African countries, the HRM is still largely restricted to personnel administration, dealing with routine staff matters.
  - Modernization of business process and administration is needed in order to create a conductive economic environment for private sector growth.
  - Professionalizing the HRM in the public sector.

Specific goals can be fixed for politically supported action Schein, E.H. (1985):
- Securing access to universal primary education for everybody, to raise the secondary enrolment rate by about 30% point in 15 years.
- Elimination of gender disparities in secondary education, and to increase the secondary enrolment rate of girls/women from about 30% to 40% in 5 years.
- Taking under control the major medical threats especially the epidemic diseases (malaria, AIDS, ebola etc.).
- Improving the rate of employment and providing growing number of workplaces especially for the younger generation entering freshly to the labour market. So diminish the poverty in the continent.
- Strengthening professionalism in both private and public sector and keep qualified professionals at home.

Finally, a case study for HR development strategy in South Africa Mureithi - Wasikama (2000) emphasizing similar points, and the main challenges for South Africa are poverty related health issues, inequality in the society especially concerning gender, race and disability, income inequality, labour market discrimination, and inequality in education and training.

3.1. How can HRM be used in non-Western Countries?

HRM in non-Western Countries evolved and developed into a science. The aim of such a discipline was pure economic interests to increase the performance of labour, the productivity, the selection and training of the workforce, and to increase the profit. These goals were served by a variety of benefits and different motivation methods. After the capitalist system became dominant in the world, it may be logical to conclude that this element of the success of the capitalist economy, namely the HRM application takes place outside of North America, Western Europe and South East Asia regions. However, this is somewhat contradicted by the facts. First, the local traditions remain essential determining the evolution of the local conditions. The question is clearly raised by N.M. Habib At the macro level, recent research included the presentation and review of theories and perspectives on national HRD in developing countries (Wang & Swanson, 2008): What can, and what should a developing country's government administration do to promote meaningful national HRD (human resource development)? How can a developing country's administration achieve national HRD most effectively in the light of the complexity and difficult realities of modern world? The issues raised by the previous questions can be problematic as far as HRD in developing countries is concerned." Second, the western approaches prerequisite for a high enough level of economic development. If the country does not have such a level, a mixed system coexists. Multinational companies may bring the working-culture, the company's organizational model, Enterprise resource planning ERP and their HRM policies to under developed countries. Analysing cases of national HRD in developing world was also a focus of recent research (Cox et al., 2006).

3.2. Social Responsibility vs. HR Exploitation

Presenting social responsibility has become increasingly important for companies of the developed world in the last decades. This has been the most significant in the new industries or creative industries (IT, telecommunications, biotechnology, etc.). Today it is quasi forced to conduct such activity. Question can be raised: is it just a fashion, or has it a deeper meaning? Does it strengthen for example the cohesion inside the company? The primary answer would be that no company likes if its image is negative, if the image is that the company is insensitive or indifferent to social problems. Such a message for clients and consumers would be very harmful. However, it is also true that a positive image has a positive message for the work force. The content of such positive message is that managers/owners are not harsh and callous capitalists whose only profit matters, but they are compassionate men/women who conduct a spirit of solidarity. In this case, employee may have the impression he/she can count on the help of leadership in a difficult situation. It is important here to talk about how public organizations handle this question. The beginning of the 'corporate/business ethics' stage, wherein the focus became fostering ethical corporate cultures (Frederick, 2008). Due to size, a state is less homogeneous than a company is, there are much more conflict of interest than inside companies do. In addition, there are continuous political struggles in the governmental structure, which often has nothing to do with rationality or real problems need to be solved. A company cannot set unrealistic goals. The state or precisely the political leadership does that often. Only think of demagogy. It is important to note that the owner or manager who uses to be responsible for bad decision of the company and it implies very quickly negative personal consequences. However, in case of public bad decisions where are people deliberately misled, the negative personal consequences can be avoided by the help ideology. Anything can be proved by a clever or demagogue politician. Though CSR continued its quest to find business legitimacy, the emergence and preoccupation with business ethics obscured the continued growth and development of the social responsibility theme, though significant advances were made, especially in the UK and continental Europe (Moon, 2005).

3.3. Risk Sharing Solution vs. Profit Concentration

The classical business model is based on profit maximizing. In addition, it can be achieved by higher volume of production, higher profit margin, bigger exploitation, more competitiveness, etc. Of course, it could raise the level of exploitation of workforce. However, there has long been an incentive system in which the employee is entitled to a special bonus/award based on the quality of his/her performance. It is not the equal with performance-based wages, where the payment is based on the produced quantity as we can observe it in mass production. The evaluation system based on quality is observed at higher value-added activities. It is no coincidence that in the IT sector not only the solution of a problem but the elegance, the simplicity, the safety etc. of solution is appreciated. Especially companies engaged with creative activities do not inadvertently spread the democratic management methods, so the employees receive a share of the profit or loss of the company, but also participate in the risks.

Companies engaged in creative activities are frequently engaged with democratic management methods, so employees receive a share of the profit or loss of the company, but also participate in the risks. This model has developed a new system of interest among employees. Such a system seems to be viable only in the economic sector, but not in the public sphere. The spirit of competition in public administration can inherently be problematic although there are neo-liberal opinions, which claim that the public administration should work in a way as a private company. This means that public officials should meet similar efficiency criteria. Effectiveness in public administration is surely an important issue, but it cannot be achieved by methods used in the business sector. It is also worth mentioning that administrators' performance, attitude is strongly degraded when the system is heavily politicized, or when the system becomes an element of institutionalized corruption. Many (negative) examples can be found for corruption and political influence in the world (Harder and Townsend, 2007).

Conclusion

Since the 90s, western corporates are facing increasing globalization, rapid changes of technology, fastly emerging competitors mostly in Asia, high pressure on prices. In such an environment, there is an imperativus to improve the competitiveness through all available means. HRM or SHRM and strategic partnership are maybe the most important means in this way.

HRM is also a strategic and comprehensive approach to managing people and the workplace culture and environment. Effective HRM enables employees to contribute effectively and productively to the overall company direction and the accomplishment of the organization's goals and objectives.

HR stuff still spends much it its time dealing with traditional HR work like record keeping, data base building, performing transactions, delivering HR services and trainings, It's still few time to spend on strategic planning. However, the HRM has globally changed and it is more and more focusing on new challenges. Such an upward trend is becoming more and more common in most of the countries though the level of sophistication differs from country to country.

Since decades HRM is moving away from its traditional tasks (personnel and administration tasks), which are anyway increasingly outsourced. HRM is now expected to add value to employing people and the HRM should significantly affect the business. Such a new role of HRM involves strategic direction and should provide high added value.

At a start-up company, the HRM is the responsibility of a professional who alone should deal with many complex challenges. At larger corporations the HRM staffs specialized, the traditional HR activities can be outsourced and the staff can be engaged with strategic questions, decisions, and entire business challenges.

In the current global work environment, the companies try to reduce the fluctuation of employees and to keep knowledge held by employees. Therefore, it is now a specific activity to lure over talented workers to other company. However, the companies are also trying to block such a move getting their workers committed not working in the

same sector in case of workplace change for a specific time. Hiring new employees is raising the cost and reducing the effectiveness for a while therefore HRM try to benefits for worker and keeping the employees at the company. Expert with specific knowledge especially in the new industries have a good basis for negotiations about payments and benefits. In these sectors, employee's position is strengthened by high possibility of mobility and flexibility as a result of new technologies. Especially in these new industries corporations considered employees as assets and instead of HR or HRM the terminology of talent or labour management or organizational management is used frequently.

Finally, in case of developing world, even if the leadership of a developing country is dedicated to achieving an effective public system, it takes a lot of efforts from politicians and experts, and without effective public services there are limited chances to have successful business environment.

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2.5. MARKETING COMMUNICATION PROBLEMS – A CASE STUDY OF AGRICULTURAL EXHIBITIONS

Summary: The aim of the article is to identify mistakes and problems in marketing communication occurring during agricultural trade shows and exhibitions. The application research was carried out in the framework of research conducted at the Department of Marketing in 2014. The indirect goal was to formulate key features of trade shows and exhibitions for a given agricultural company. The research results confirmed that the respondents view trade shows as the best opportunity for identifying current market trends and selecting the best possible offer. This conclusion has also been confirmed by a large group of people who, in their questionnaires, declared their participation as observers and customers. Over a half of the respondents participate in trade shows three times a year. Therefore, exhibitors should make every effort to make their stands attractive, their offer unique and their staff perfectly prepared.

Keywords: marketing communication, trade shows, exhibitions

Introduction

The goal of this study is to identify mistakes that cause problems in marketing communication during agricultural trade shows and exhibitions. The application research was carried out in the framework of research conducted at the Department of Marketing in 2014. The indirect goal was to formulate key features of trade shows and exhibitions for a given agricultural company. The research sample was selected randomly. The target group of the research consisted of people visiting the Case company stand (the analysed company is the main dealer of this American brand in Poland) at 21st Kielce International Fair of Agricultural Techniques AGROTECH. The research was carried out between 27^{t}and 29 March 2015, from 9 A.M to 5. P.M. and encompassed 238 participants. The research tools used included survey questionnaire, participant observation and personal interview with the Managing Director. The questionnaire was filled in by trade show organizers, journalists and farming industry customers.

The research results confirmed that the respondents view trade shows as the best opportunity for identifying current market trends and selecting the best possible offer. This conclusion has also been confirmed by a large group of people who, in their questionnaires, declared their participation as observers and customers. What is important for exhibitors participating in agricultural trade shows and exhibitions is how frequently the respondents participate in such shows. Over a half of the respondents participate in trade shows three times a year. Therefore, exhibitors should make every effort to make their stands attractive, their offer unique and their staff

perfectly prepared. An exhibitor who is professionally prepared will stand out among intense competition at a large trade show. These advantages may pay off in a fruitful cooperation or be an incentive to start such cooperation.

According to Kotler, marketing is "an administrative and social process thanks to which the individuals of the group gain what they need and desire through the creation and mutual exchange of products and values" (Kotler et al., 2002, p. 9). According to this definition, these include all of the actions taken by a given enterprise which allow it to execute goals via providing the society with the goods it needs. The execution of marketing actions requires releasing the product that will meet the expectations of purchasers at an accepted price, convenient location and time in a distribution channel. It also requires supporting these actions with a conscious process of market communication. In consideration of the above, there are different communication tools necessary in marketing that would allow to affect a target market.

Marketing communication focuses on communication between a product offerer and its receiver, i.e. consumer. Marketing communication consist in providing information, arguments and incentives conducive to trade exchange thanks to which the receivers fulfil their needs by purchasing a given product. In the communication process, the sender of the transmission is the offerer, i.e. the party that initiates the exchange (e.g. a company). The receivers are consumers or entities from the market environment that are interested in this transmission. Marketing communication is a mixture of promotion tools such as advertising, public relations, sales promotion, merchandising, personal sales, direct marketing, sponsoring or trade shows and exhibitions (Szymoniuk, 2006).

The place of trade shows and exhibitions in marketing communication

Trade shows are a zone of regularly organized commercial meetings that usually take place at the same location and limited time period. The origins of trade shows date back to Middle Ages, when they used to be free trade areas and places for barter exchange. Currently, there is a view that "trade shows are a market in a nutshell". Trade shows, in a formalized manner, encompass entities from an applicable branch, i.e. exhibitors, clients (guests, visitors, customers) and organizer of an exhibition. On the other hand, exhibitions might constitute a slight fraction of trade shows, as these are places where exhibiting companies present their current offers, inform visitors on their possibilities and promote them. Unlike trade shows, there are no transactions here and their duration period is usually longer. Organization of exhibitions is carried out at different locations and various time periods (Altkorn and Kramer, 1998).

What differentiated trade shows from exhibitions was their goal and subjective, objective level, as well as purposefulness. The purpose of trade shows is to confront the demand zone with the supply zone and allow entrepreneurs to more easily find good commercial partners for concluding contracts. Practical considerations were always dominant in case of trade shows. On the other hand, exhibitions are transaction-free. Their purpose is to present the progress achieved in a given area of activity and means in possession of a company for fulfilling the needs of society. In case of exhibitions, intellectual and cultural considerations are dominant.

In the objective area, what dominates at trade shows are goods that can be objects of the contract, having a specific market value. In this area, economic features and sales that generate revenue are dominant. The purpose of exhibitions is to present products that were a result of a physical of intellectual labour, such as new technological solutions, new scientific ideas etc. Despite numerous economic considerations, their character is mainly scientific, educational and cultural.

As a rule, the main participants of trade shows in the subjective area are business entities that present their products or services to other professionally interested participants of commercial exchange. The subjects that take part in exhibitions are private persons, companies and states which present their achievements to wide audience (not necessarily professionally connected with interests).

In a time perspective, trade shows occur regularly in specific schedule intervals and in a specific period, e.g. annually, from a couple of days to 3 weeks. Exhibitions do not have a regular character and are organized less frequently than trade shows. However, they have a longer duration period, e.g. every couple of years for a couple of months.

The role of trade shows and exhibitions

Every marketing action should have a clearly defined goal. Having the specific goal that is achieved through the participation in trade shows or exhibitions is key to success. Many companies succumb to the opinion that participation in trade shows is mainly a matter of prestige and the remaining quantitative effects of this type of promotion are not verifiable. However, making the intentions very precise will allow verifying their execution and the rationality of investing in this form of promotion. Therefore, setting goals becomes not only an economic necessity, but also a logical starting point in plans of participating in such an event. When constructing a list of goals that the company wishes to fulfil by participating in a trade and exhibition event, it is necessary to make sure that they are realistic. Participating in trade shows allows the company to promote and increase demand on its offer and this stimulates the activities of competitive entities and allows the visitors to have a good understanding of a branch market. This is why the sales and image are keywords on which the main principles of participating in an event are based (Szoltysek, 2006; Drab, 1995).

Economic goals are goals connected with improving the profitability (Mazur, 2014):
-   The sales of existing or new products and services.
-   Creating an up-to-date client database.
-   Establishing contacts with potential partners.
-   Finding new target groups.
-   Maintaining contact with current contracting parties.
-   Finalizing or concluding commercial contracts.
-   Launching new offers on a market.
-   Technology transfer.
-   Knowing the current trends in the industry.
-   Carrying out market research.
-   Searching for personnel that know the industry inside out.
-   Improving competence of current personnel or training new personnel.

- Understanding the purchasing process of customers.
- Making direct contact with target customer groups.
- Gaining new licences.
- Knowing preferences of new target groups.
- Finding market gaps.

Along with the improving importance of mass media, the company image also becomes more and more important. Clients buy mainly their own ideas of benefits from having a given product or service. Promoting the offer at trade shows additionally stimulates the demand and the communication with a potential customer allows building a positive opinion about the producer. With this in mind, the image goals have been identified (Mazur, 2014):

- Emphasising and reminding of the company presence on the market.
- Change in image perception.
- Improving the image of the company in the customers' awareness.
- Presenting the company and its offer.
- Presenting the company and its offer in comparison with the competition.
- Helping customers with problem solving.
- Winning prizes and rewards.
- Supporting the marking activities
- Creating conditions for exchanging experiences between persons from the sector.
- Distribution of product samples and creating conditions for testing.
- Client education through demonstrating the practical use of the offer.
- Gathering information on other trade and exhibition events.
- Counteracting negative media opinion.
- Checking the efficiency of promotion and marketing campaigns used until now.
- Creating attractions for potential customers.
- Observation of activities of competitive companies.
- Observation of exhibitions and stands of the competition that may be the inspiration for the company in the future.
- Maintaining contact with the media.

When participating in a trade show it is important to remember to set priorities that lead to achieving the main goal of the company (Hadrian, 2014).

Most companies do not treat trade shows and exhibitions as an independent marketing tool. The marketing strategy of a company should encompass participation in trade shows in a way that is compatible with other promotion tools.

Results

The target group of the research were people visiting the Case company stand (Rzemieniak, 2014) (the analysed company is the main dealer of this American brand in Poland) at 21st Kielce International Fair of Agricultural Techniques AGROTECH. The research was carried out between 27 and 29 March 2015, from 9 A.M to 5. P.M. and encompassed 238 participants. The questionnaire was filled in by trade show organizers, journalists and farming industry customers. The research tools used included survey questionnaire, participant observation and personal interview with the

Managing Director (Rzemieniak, 2015). 238 respondents participated in the survey research. All questionnaires were filled in correctly and returned. Gender wise, 182 males and 56 females responded. In case of assessing the frequency of participating in branch trade shows, the most popular answer that occurred 124 times was "less than 3 times a year". In majority of cases, this answer was selected by males. "More than 7 times a year" was an answer that was the least popular, as it was selected by only 19% of the respondents. 38 respondents visit trade shows 7 times a year or less.

As many as 37.5% of the respondents are individuals who run business activity in farming industry. 36.7% of the research participants declared themselves as farm owners. 16.6% are employed in farmsteads.

The most often selected motivation for participating in trade shows (106 indications) was the opportunity of acquiring a wide range of information at one place. 66 respondents claimed that the presence of a popular and important person was the key attraction. Only 22 out of 238 respondents indicated branch trainings as relatively encouraging attraction. The same number of people claimed that conferences are the main motivation for participating in trade shows. It is worth mentioning that 22 respondents regard promotional gadgets and gifts as a major incentive. 16 respondents said that contests are what made them participate in trade shows.

Respondents were also asked about their view on various elements of stand of the analysed company. A ten-grade scale was available to the respondents when assessing each stand element, where 1 stood for "unsatisfactory factor" and 10 – "very satisfactory factor". According to the respondents the most important element of the stand was the personnel – as many as 87 out of 208 people selected "10" on the scale. The average for this answer amounted to 7.45, because a large group of respondents did not grade this element very high. Informational materials were ranked the lowest with the average grade of 5.14. It is worth mentioning that promotional gadgets of companies were ranked relatively low. The average for this element amounted only to 6.53. The respondents gave the grade of 7.15 for the offer presented at the stand of the analysed company. This analysis is based on the data included in Figure 1.

Figure 1: *Assessment of the exhibition stand of the analysed company*
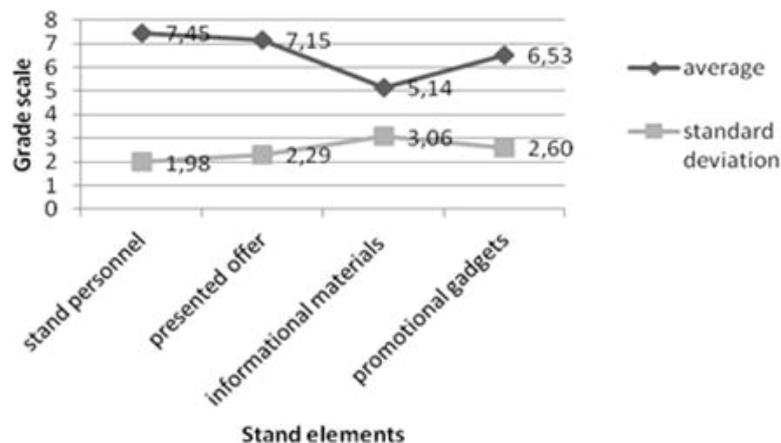
Source: own research

Figure 2 presents details regarding features of the stand of the analysed company. The respondents could valuate each of the features using a five-grade scale. The research participants did not find any of the mentioned features particularly prominent, because according to the respondents' evaluation the average for each feature varies approximately by 0.23. The high average of 3.85 was given to the space management. The general decoration of the stand was the least liked feature.

Figure 2: Evaluation of respective features of the exhibition stand of the analysed company
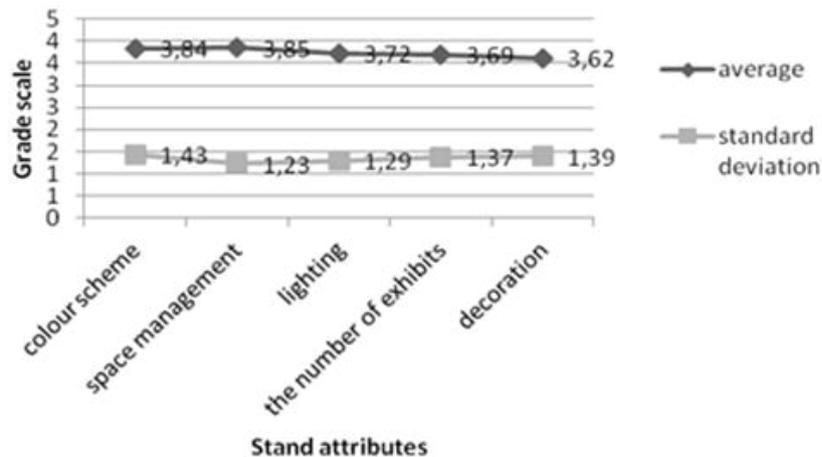
Source: own research

One of the questions considered offer that should be presented at trade shows and exhibitions. The vast majority of the respondents (76.4%) want to see only the newest offer. According to the lowest number of respondents (3,7%), the analysed company should present the whole range of products. 26.4% think that trade exposition should only consist of products of one brand offered by a company. Only 13.5% out of 108 respondents selected the answer regarding the offer selected due to a certain criterion.

What is interesting is the question regarding perception of the attributes of the stand personnel. Each of the features could be valuated using a 10-grade scale, where "1" was the worst perceived feature while "10" – the best. The involvement of the stand personnel was granted the lowest grade average of 5.91, followed by competences with the grade average of 6.84.

The looks of the exhibition stand personnel was given the highest average of 8.31. The remaining features' average grades were between 7 and 8. This analysis was carried out based on Figure 3.

Figure 3: Evaluation of respective features of the exhibition stand personnel of the company
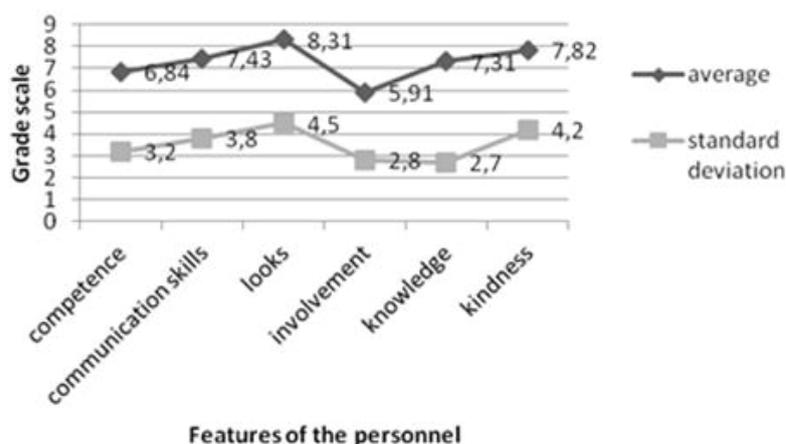
Source: own research

Conclusions

A good management of the company at trade shows is the key to success. When asked about the preferred form of offer presentation at trade shows, most of the respondents indicated stand personnel. This is a very important indicator for the analysed company. It is necessary to take care of proper personnel training before the trade show. The employees should be free of any imperfections and constitute the greatest asset of the stand. Moreover, the company should equip the stand with the proper number of informational brochures so that every visitor can get one. It is also necessary to pay attention to the great role of the trade personnel. Their competences, involvement and knowledge are of major importance. The number of contracts that will be concluded with clients who were properly informed about the company's offer will depend on the qualifications of the personnel.

Summing up, trade shows are multi-functional and complex marketing tool that supports the execution of various goals of the company. For the majority of companies, participation in trade shows is one of a kind opportunity to test themselves in the conditions of real competition.

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Małgorzata RANDAK-JEZIERSKA

2.6. USING COACHING-ORIENTED MANAGEMENT STYLE

Summary

Most of people want to change certain aspects of their personal lives or professional careers. However, these needs are not always easy to be met since they are often challenged by fear of changes and reluctance to change. Coaching is a method which, with the help of an expert, allows for realization of problems and working through all that prevents a person from changes, and, based on our own resources, plan and take actions that allow for achievement of the set goal. Coaching can be also used in the work of a manager. Managers using coaching style for management develop some beliefs and behaviours that help them evaluate and stimulate others to think independently, act and encourage them to take responsibility for the effects of work. Therefore, a manager can be relieved from the pressure of constant supervision, leading and worrying about results and can focus on creation of conditions which ensure that his or her employees are able to present knowledge, experience and ability to create their own solutions.

Keywords: change**,** coaching, resources, manager, leadership styles, coaching style for management

Introduction

The need for changes is rarely accompanied by making actual changes in life. Our thinking about changes is often associated with apprehension of the unknown and the related reluctance to abandon what is known and entering the new unpredictable reality. This causes that people prefer to choose the known reality they have accustomed to living in, despite the inconveniences they might sometimes experience. Covey (2014) wrote that „*Each of us guard a gate of change that can only be opened from the inside*”. One of the methods to help "open the internal gate" and to cause the demanded changes in personal and/or professional life is the use of coaching. Similar to the world, a dynamic development of coaching has been observed in Poland, with its professionalization and specialization (e.g. executive coaching, managerial coaching, career coaching, team coaching, sports coaching, life coaching). As noted by Williams (2013), „*coaching is the second fastest growing profession in the world*”.
The paper characterizes the concept of coaching and its basic principles. It also discusses manager's abilities that help them use coaching style in management to increase the potential of their teams.

The concept and basic principles of coaching

Coaching is a discipline that is constantly developed. A great number of its definitions have been coined, followed by constant attempts to create the adequate conceptual apparatus and to define its own boundaries and care for distinction from other disciplines i.e. consulting, psychotherapy, mentoring, counselling (Marciniak 2009).
The concept of coaching stems from the world of sport, where outstanding coaches do not necessarily have to be outstanding athletes in order to coach others successfully. However, they are characterized by an ability to bring out the maximum abilities from the athletes in order for them to show top performance. The concept of coach can also be referred to the field of transport since the buses that transport passengers are also termed coaches. With this approach, coaching services can be understood as services where customers are "transported" by means of their "coach" from one place (where they are now) to the other (where they chose to get to) (Bobrowska-Drozda, 2009).
Wujec (2013) analysed the literature concerning coaching which has been present in the world since the last 40 years and identified the components to be dominant in an intervention in order for it to be termed coaching. These include: attitude towards developing the potential of the person and environment they develop in, striving for achievement of the goals, finding the solutions, improvement in efficiency; support for development of customers that is consistent with the values they believe in; partnership relations between a coach and customers; emphasizing that this is a process of support; being based on the conversation with feedback to customers, caring for the customers to find solutions by themselves; supporting customers in overcoming internal limitations, emphasis on short-term interventions.
Coaching is based on the following principles:
- each customer has the resources to be used when solving their own problems,
- with coaching, customers have opportunities for using the resources they have and they might not realize and customers can build new resources;
- customer is the wholeness, also with respect to time (their past, present and future are equally important),
- topic of the session is always chosen by the customer,
- customer and coach are partners, their cooperation is based on mutual respect,
- coach helps customers to take actions that allow for making a change, which is the goal of coaching (Rogers, 2013).

The above principles can be supplemented by coaching principles used in Erickson's approach, which were formulated in the following manner:
- people are okay as they are. nobody is wrong and nobody is "broken", nobody needs repairing,
- people always make the best choice they can at the time,
- every behaviour has a positive intention,
- change is inevitable (in: Wilczyńska et al., 2013).

According to Wilson (2010), coaching helps customers develop their self-awareness, their choices and decisions; deepen the self-confidence since they are encouraged to exercise, make mistakes, experience; focus on finding solutions rather than on problems; search and discover new prospects that encourage them to act and change.

In conclusion, coaching can be viewed as partnership relation based on mutual trust between a properly prepared coach and a customer where, through conversation, asking questions by the coach, receiving the feedback and helping remove internal barriers, customers are motivated for determination of the goal they aim to achieve and to achieve the goal based on their own values and resources.

Effective leaders

Goleman (2006a) describes the results of a survey carried out among a random sample of nearly 4,000 managers all over the world and found six leadership styles that engage various areas of emotional intelligence:
1.The Commanding Leader
- the leader demands full compliance from employees,
- is oriented at achievement and demonstrates high self-control,
- communicates with their employees by saying: „*Do what I tell you*!"
- all the decisions are made using a top-down approach,
- employees feel no respect for the job, no satisfaction from the work performed, inability to present the initiative and do not feel responsible for the outcomes of their work and cease to identify with the work,
- this leadership style has a negative effect on the climate at work,
- it is effective in the situation of crises, threats and disasters,
- it should be used very carefully, only if necessary.
2.The Visionary Leader
- the leader is a visionary, self-assured, with high empathy, able to make changes,
- communicates with their employees by saying: „*Follow me!*"
- motivates employees to realise a far-reaching vision by explaining why the work they do is important for the enterprise,
- indicates the goal, sets standards but lets the employees choose the resources used to achieve the goals,
- encourages to experiment and take a balanced risk,
- is able to motivate employees to be maximally involved in achievement of the goal,
- this leadership style has a positive impact on climate at work.
3.The Affiliative Leader
- the leader concentrates on building harmonious interpersonal relations,
- communicates with their employees by saying: „*People first!*",
- employees are loyal, have high level of trust and sense of affiliation with the enterprise,
- communication and mutual inspiration is essential,
- leaders provide a lot of positive feedback concerning employees' performance,
- this leadership style has a positive impact on climate at work.
4.The Democratic Leader
- this leader expects the support from the employees,
- and asks the employees: „*What do you think about it?*",

- stimulates the climate of commitment, respect and trust,
- the flexibility and sense of responsibility of employees is improved through ensuring the effect on the choice of the aim and methodology of working,
- an irritating consequence of this style is never-ending meetings,
- this style works best when the leader seeks ideas for objectives that have to be adopted in the enterprise and needs the support of competent employees.

5.The Pace-Setting Leader
- the leader sets very high standards, expects high commitment from employees,
- communicates with their employees by saying: „*Do what I do, without thinking*",
- demands excellence,
- puts pressure,
- replaces poor performers with better employees,
- this style produces high effects since employees are self-motivated, work independently and demonstrate high competencies,
- this leadership style has a negative effect on the climate at work; therefore, it should be used rarely.

6.The Coaching Leader
- the leader helps employees discover individual strengths and weaknesses and link them to life and professional aspirations,
- is emphatic, self-aware, oriented at supporting development and education of employees,
- communicates with their employees by saying: „*Try it this way!*",
- encourages people to set development goals and helps develop the plan to achieve the goals,
- delegates authority, assigns responsible tasks to employees, accepts temporary failures focusing on a long-term process of education,
- remains in dialogue with the employee and offers constructive feedback,
- this leadership style has a positive impact on commitment and climate at work,
- it is the least frequent leadership style.

The conclusions drawn from the survey are very interesting. The survey demonstrated that the most effective leaders use various leadership styles by adapting to what happens in the enterprise. The effective leader is similar to a professional golfer who chooses between the golf clubs he has (= leadership styles) to find the one that is best for the shot he wants to perform. According to Goleman, the best results and the best atmosphere at work is achieved by leaders who are able to use at least four leadership styles, especially visionary, democratic, affiliative and coaching leadership styles. The author encourages leaders to extend their "repertoire" of styles used in management. Furthermore, a solution for the leaders without abilities to use various leadership styles can be to develop a team with individual team members using the styles not demonstrated by the leader.

The effective leaders are also distinguished by a high level of emotional intelligence (Goleman, 2006b, 1999). They understand their own emotions, know what effect they have on other people, know their own strengths and weaknesses, are self-assured, have a realistic self-assessment, and know where they are going to and what is important in

their lives (self-awareness). They are able to control their own emotions and impulses and are open to changes (self-control). They want to improve themselves and the enterprise, love working and are persistent, ambitious and committed to work for the enterprise and optimistic in difficult times (motivation). They respect others' feelings and cultural differences, are kind to people, ready to promote and develop talents of their employees (empathy). They easily start contacts with others and share the same attitudes with them, are able to persuade others, create and manage employee teams (social skills).

Coaching as a management style

Managers' work can be also based on the assumptions of coaching through implementation of coaching-oriented management style. This management style can be approached as a combination of the two above mentioned leadership styles (coaching and affiliative), with managers especially interested in such problems as:
- development of their own emotional intelligence and employee's intelligence,
- remaining in the dialogue with the employee,
- providing them with constructive feedback,
- stimulation of the climate of trust in the enterprise,
- helping employees find their strengths and weaknesses,
- helping employees to set and realize their life goals and professional goals,
- improving the level of responsibility for their own development and development of the enterprise etc.,

In her book *Brilliant Coaching. How To Be A Brilliant Coach In Your Workplace*, J. Starr (2011) described what this management style is and compared it with the directive style. Although the directive management style might be sometimes efficient and necessary, it might soon become a real trap for the manager. It is connected with the pressure, incessant feeling of responsibility for the team; searching for solutions, making decision, control over the team and caring for the outcomes. The manager who acts according to: „*I know the best what to do*", „*I'm telling you*", „*Do what I told you*" will sooner or later cause that:
- the employees will lack creativity, drive for work and commitment,
- the employees will feel boredom,
- the manager will expect more from themselves, which substantially limits his or her time for performing other tasks,
- will make employees dependent on him or her.

The manager who uses coaching as a management style creates the conditions where it is possible for the employees to act independently and be successful. This manager encourages employees to make decisions and solve problems they face, which translates into the enhanced involvement, self-confidence, feeling of empowerment and taking responsibility for the effects of activities.

Starr (ibidem) argued that the most important skills of a manager who wants to use and develop coaching-oriented management style are:
- building a good contact with another person (creation of relations, feeling of ties, climate of trust, ability to find similarities between interlocutors),

147

- taking conscious effort to listen carefully and perceptively (concentration, focus of attention, being present here and now, helping interlocutors to express themselves, awareness of various obstacles to communication),
- asking questions to help other people rethink and understand the situation, encouraging them to think independently, make decisions and act (simple questions with clearly formulated goals with open character, using "strong questions"),
- constructive feedback (positive intention, caring that the other person should actually benefit on what he or she hears; commenting on the behaviour rather than on the whole person; care for being objective; balance between positives and negatives; ensuring that the interlocutor understands the message and is involved in the conversation; helping when making decisions).

According to Szmidt (2009), coaching, oriented at development of employees, can be used in the enterprise as one of the most important tools to support human resource management. This author used a model proposed by P. Hawkins to identify the stages in the process of building coaching culture in an organization. These include:

1. *analysis and determination of the goal of implementation of coaching culture* (detailed determination of the role of coaching in management of human resources and business strategy, preventing from coaching culture being considered as a temporary fashion to be interested in in order to be successful),
2. *creation of relationships between the strategy for building coaching culture and general strategy and the strategy for human resource management* (realization of changes stimulated in the enterprise by implementation of the coaching culture e.g. changes in the philosophy and structure of the enterprise, development of competencies of employees and increasing their independence and responsibility; improved flexibility),
3. *objective analysis of current and future company culture* (utilization of all positive components of previous business culture for building the coaching culture; inclusion of all employees in the process of building the coaching culture),
4. *initiation of the process of project consultations and cooperation with previous leaders* (making leaders realize differences between current and desired business culture; involvement of leaders in the process of changes),
5. *selection and development of the group of external coaches* (finding external coaches with adequate qualifications to help implement changes; creation of the coaching community with shared goals),
6. *using coaching among both selected individuals and teams or organizational units* (using coaching for all employees; individual and team coaching),
7. *building of internal coaching potential* (training internal coaches who are familiar with internal enterprise's culture and combining their activities with the activities of the external coaches),
8. *implementation of training for the whole managerial staffs concerning fundamentals of coaching* (involving managers in the coaching culture through teaching them coaching skills and making perceive the benefits of such activities and encourage to utilize new skills at work),

9. *linking coaching processes with all other activities in the area of human resource management with evaluation of the effectiveness* (using coaching in various areas of human resource management, such as recruitment, motivation of employees and training; evaluation of economic effectiveness of the actions taken),
10. *analysis of opportunities for the use of coaching to build relationships with other groups of stakeholders* (training and/or coaching for shareholders and customers in order to build strategic partnership),
11. *regular evaluation of the coaching process and its participants* (periodical evaluation of the outcomes of coaching process and introduction of demanded corrections).

Conclusion

Coaching is becoming a tool which can be successfully utilized for both development of individuals and organizations. Individuals are supported in planning and carrying the demanded changes. Organizations can utilize coaching for implementation of the company strategy. A manager that uses the coaching-oriented management style in an organization that builds the coaching culture stimulates development of competencies and independence in employees, which can be translated into the enhanced competitiveness of the enterprise in the market. Furthermore, the manager who learns the coaching-oriented management style, extends the repertoire of the leadership styles, which does not only improve its efficiency in workplace but also positively affects the atmosphere among all employees.

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2.7. MOTIVATION THEORIES: VALIDITY IN A NEW CONTEXT – TRANSFER AND APPLICATION IN PERIOD OF ECONOMIC CRISIS

Summary
When times change and society is in crisis the Human Resources Management has a crash test. During the period of 2008-2015 the work environment changed in a great number of organizations, due to the devastating outcomes of the financial crisis in Greece. This sudden change of organization, in political and economic contexts generated new topics in the field of organizational research.
The present work is a research that aims at investigating potential barriers to apply motivation theories in Greece of economic crisis. Without claiming to be a full-detailed presentation of the most-known motivation theories, the aim of this work is to highlight the fact that the motivation theories have to be considered absolutely valid only in the environment where these were constructed. The transfer and the application of these theories to a different working framework, requires the testing of how they can be applied in the new context.

Keywords: motivation, economic crisis, Greece, HR management

Introduction

The motivation is a force which acts in each man making him acting in one way or another. Different assumptions have as result various motivation theories, although classic motivation theories in the management context are American (Maslow, McClelland, Herzberg etc.). These theories reflect the culture in which they were developed. The American motivation theories reflect the cultural environment of the United States of its day. Most of the theorists were middle-class intellectuals, so their theories reflect the national intellectual middle-class culture background of 19th and 20th century. This period covers a period of rapid economic growth (1865-1928), the Wall Street crash (1929), the Great Depression period (1930-1940), the First World War (1940-1945). The second half of the twenty century was a time of high economic growth (1945-1964), sexual freedom and drugs, while the concept of 1980s based on huge consumption of money and goods. In general, it was a period of economic growth and recovery. Culture reflects how a person realizes and reads a situation, and he is influenced on his behaviour and motivation, culture is a key factor in the process of motivation. Cultural environment influences behaviours, and define the reasons for which a person behave in one way or the other.

Motivation History

Motivation, coming from the Latin word *movere* meaning "to move", has been defined in various ways. The definition of employee motivation used for this work is offered by Robbins: "the willingness to exert high levels of effort toward organizational goals, conditioned by the effort's ability to satisfy some individual need."

The assumption of motivation theories is that motivational process is universal and unique. Individuals have preferences, which are contingent on needs. It can be said that motivation results from the psychological need to satisfy desires that remain unsatisfied. Considering the different needs of individuals, an organization can design effective and efficient incentive schemes.

Work motivation is a set of energetic forces that originate within as well as beyond an individual's being. It is a psychological process resulting from the reciprocal interaction between the individual and the environment that affects a person's choices, effort, and persistence.

Systematic thinking about to motivate workers to improve their productivity and coordinate their efforts to produce increasing volumes of standardized products started in the *late 19th Century* as U.S. manufacturers evolved from cottage industries where owners worked alongside their employees into larger organizations with differentiated worker forces (production workers, supervisors, managers, and owners.)

Economists and entrepreneurs have long recognized that having individual employees concentrate on specific, sequential steps in the production of finished unit increases productivity: division of labour - high productivity in the manufacture of pins (this was the topic discussed in the first chapter of Adam Smith's The Wealth of Nations)

Early 20th Century companies joined this concept with the monetary incentives of Frederick Taylor's who introduced "piece rate" system. Under Taylor's concept of Scientific Management, industrial engineers used "scientific" studies to determine the most efficient way to do a job. Employees were to use this scientific method without thinking, and were paid "piece rate," or, by the amount that they produced. Piece rate" was quite effective for managing the poorly educated, ill-trained workers of the time who focused solely on completing simple, repetitive tasks as individuals. But, it faltered when employee teamwork was needed to make and assemble complex, finished products.

The managers of the Hawthorne Plant of Western Electric Company in Chicago initiated the Hawthorne Studies in 1924. Elton Mayo, the founder of Human Relations School, got involved in the interpretation of the data. Starting with the light conditions, various alterations were done to the working environment of the control group over the period of five years. It was observed that no matter what changes were made to the working environment of the control group: the productivity grew. When the original working conditions were applied back to the group Mayo found it surprising that the productivity reached its highest levels. This was named the Hawthorne Effect. The Hawthorne Studies stimulated massive amount of studies based on employee attitudes and performance. (Linstead et al, 2009)

Theories for predicting, explaining, and influencing a person's motivation in work settings blossomed in the 1960s. The Maslow Hierarchy of Needs is a theory that was

written during the Great Depression, based on conclusion from studying the difficulties in the lives of the individuals who came to him as a clinical psychologist. Maslow drew a theory that was based on the five set of goals that people strive to achieve to satisfy their needs. These needs determine at the behaviour and the kind of attitude the person adopts in order to the stage they are currently in. (Latham, 2006)

McGregor (1960) applied social science and divided types of people into two groups that follow one of the theories. Theory X talks about employees being passive, and at times even resistant, to the organizational needs when the management does not intervene. He used Maslow's theory to explain why Theory X is not the appropriate approach to motivation.

McClelland (1961) ignored the concept of hierarchy and focused instead on the motivational potency of an array of distinct and clearly defined needs, including: achievement, affiliation, power and autonomy. Herzberg (1966) sought to understand how work activities and the nature of one's job influence motivation and performance. *He concluded that* the sources of an enriched job that lead to job satisfaction (feedback, recognition, task variety, autonomy) form one continuum while the sources of job dissatisfaction (supervisors, co-workers, pay, fringe benefits, physical work conditions) form another.

Hackman and Oldham (1976) elaborated on Herzberg's theory regarding important characteristics of jobs, so as to take into account differences among individuals regarding their needs. Two key differences between their job characteristics theory and that of Herzberg's job enrichment theory is that they did not posit two distinctly different factors as sources of satisfaction versus dissatisfaction, and, more importantly, they did not advocate enriching jobs for everyone.

Nord (1969) wrote a compelling essay endorsing Skinner's work. Skinner, an experimental psychologist, stated that a person's response, "operating" on the environment, increases in frequency "contingent" upon the presence of reinforcers, and decreases "contingent" upon the presence of punishers or the withdrawal of a reinforcer immediately after the response occurs. By controlling environmental contingencies, behaviourists such as Skinner showed how a person's behaviour could be easily modified by someone else.

In summary to this point in time, psychologists knew the importance of:
- Taking into account a person's needs (Maslow's need hierarchy theory, Hackman and Oldham's job characteristics theory),
- Creating a job environment that is likely to facilitate self-motivation (Herzberg's job enrichment theory, Hackman and Oldham's job characteristics theory), and
- Ways to directly modify, that is, to directly increase or decrease another person's behaviour by administering environmental reinforcers and punishers contingent upon a person's response (Skinner's contingency theory).

The 1960s was the decade that heralded in the cognitive revolution in psychology; people were now viewed by psychologists as immersed in thought. Vroom's (1964) expectancy theory was expressed in a mathematical equation that served as a heuristic for predicting a person's choice, effort and persistence, the three pillars of motivation. In conceptual terms, it showed that people choose to engage in a given behaviour based on their subjective probability estimate that their effort will lead to effective

153

performance, it is multiplied by their subjective probability estimate that their performance will lead to various outcomes, and all of which is multiplied by their valence, that is, the degree to which these outcomes are valued.

A person's motivation can be influenced by others to the extent that they can provide outcomes that are valued by the person, and create situations whereby the person's two probability estimates (i.e. subjective expective utility) are high.

Drawing upon expectancy theory, Lawler (1970) argued, could indeed motivate employees if they value the amount that is offered, if they believe that their performance will lead to the attainment of a desired amount, and if they believe their effort will result in them performing effectively.

Locke (1968) advanced three propositions that he induced from a series of laboratory experiments that he had conducted. These propositions, more simple and straightforward than expectancy theory are: (a) specific high goals lead to higher performance than no goal setting or even a vague high goal such as an exhortation to "do your best"; (b) given goal commitment, the higher the goal, the higher one's performance; and (c) variables such as monetary incentives, participation in decision making, competition, and feedback only increase a person's performance to the extent that they lead to the setting of and commitment to a specific high goal.

As a result of Latham's field experiments on goal setting), he and Locke became collaborators in the mid-1970s and labelled an effective motivational technique for increasing performance (Locke & Latham, 1984).

Adams (1963) focused explicitly on the influence of effect on one's behaviour. His observations at the General Electric Company, and his subsequent empirical research led to his formulation of equity theory. In brief, this theory states that feelings of equity/inequity stem from a cognitive appraisal of one's outcomes (e.g., pay, promotion) relative to one's input (e.g., education, skills) relative to one's comparison others (e.g., co-workers).

In integrating expectancy, goal setting, and equity theories, organizational decision makers have a compelling body of knowledge on ways to create a highly motivated workforce. In addition to the three motivational principles articulated earlier, the following principles should be added:

- Set specific high goals that are judged by employees to be attainable (Locke and Latham's goal setting theory),
- Ensure that the attainment is tied to outcomes that are valued (Vroom's expectancy theory) and appraised as equitable (Adam's equity theory) by the employee, and
- become aware of who is seen by employees as their comparison other.

The 1970-1980s witnessed criticism that was tantamount to a "civil war" within the field of motivation as theorists and researchers engaged in an on-going attack of one another's work. Three bright spots emerged in this era. First, numerous field experiments showed the generalizability of goal setting findings from the laboratory to work settings (e.g., Latham & Lee, 1986). Second, Bandura (1977,) presented social learning theory, later re-named by him as social cognitive theory (Bandura, 1986).

A former behaviourist, Bandura developed a theory that integrated and supplanted research in the workplace based on contingency and expectancy theories. In place of

Skinner's unilateral determinism, Bandura posited triadic reciprocal determinism with regard to the person (cognition), the environment, and the person's behaviour. Consistent with Skinner, Bandura (1977, 1986, 1997b) acknowledged that the environment can affect a person's behaviour. But, unlike Skinner, Bandura also posited that the environment is affected by one's behaviour as well as one's thinking (e.g., expectancies) regarding the environment, as well as one's task specific confidence (i.e., efficacy) that one can operate effectively in a given environment. Specifically, Bandura posited three cognitive variables, namely, goal setting, outcome expectancies and self/collective efficacy.

Table 1: Timescale: Motivation theories/USA economy growth

THEORIES	DECADE	U.S.A ECONOMY
Taylor (1911)	1910	Rapid economic growth
Mayo(1924)	1920	Wealthiest country in the word
	1930	1929 Wall street crach
		1933 Nadir
		1933-38 Recovery
Maslow (1943)	1940	1940-45 FWW
	1950	1945-65 High economic growth
McGregor (1960)	1960	
McClelland (1961)		
Adams (1963)		
Vroom(1964)		
Herzberg (1966)		Economy prosperous
Locke(1968)		
Lawler (1970) Hackman/Oldham(1976)	1970	Economy faltered 1973 oil crisis
Bandura(1986)	1980	1983 recovery 1983-1990 great consumption

Source: Xanthakis

A third bright spot in the field of motivation was Greenberg's (1987) conceptualization of organizational justice, which supplanted research on equity theory. In a sentence, this theory states that to motivate people, leaders, in addition to being fair, must be seen as fair. A key variable inherent in procedural justice is the concept of voice. Voice goes beyond mere participation in the decision making process. However, if a decision is aligned with the viewpoint of an individual whose voice is consistently ignored, the result may be apathy on the part of this person leading to voluntary turnover.

Thus at the close of the 20th century, organizational decision makers had a wealth of knowledge for ensuring a motivated workforce. In addition to the six preceding motivational principles, there were now four more:
- Understand the outcomes people expect and you will understand their behaviour; change the outcomes people expect, and you will change their behaviour

(Bandura's social cognitive theory).
- Increase a person's or group's efficacy, namely the conviction of "can do" versus "can't", through enactive mastery, modelling, persuasion by a significant other, or one or more combinations of these three methods (Bandura's social cognitive theory).
- Take the steps necessary for ensuring feelings/perceptions of procedural justice among the workforce (Greenberg's organizational justice theory).
- Similarly, take the steps necessary for ensuring feelings/perceptions of interactive justice (Greenberg's organizational justice theory).

Dimensions of culture and national culture

The history of United States consists of a period of high economic growth. The United States becomes the world's prevalent economic force. Immigration wave supplied the manpower for the development of industry while at the same time provided the population base for fast-growing urban America. By the late nineteenth century, the United States had developed in the main global industrial power, leading on new technologies, expanding its railroad network, and having a great number of natural recourses (coal, timber, and oil).
In 1920's, America was the wealthiest country. Almost everybody seemed to have a well-paid job and cash to spend. In October 1929, the Wall Street Crash took place. The Wall Street Crash of 1929 and the Great Depression forced the government to rebuild the economy. The worst time of the Great Depression was 1933, while the recovery was fast until the recession of 1938. The period from 1945 to 1964 was a rapid economic growth time and development. It was also a period of confrontation as United States and its allies politically opposed the Soviet Union and other communist countries (start of the Cold War) On the domestic, after a short devolution, the economy developed fast, with great prosperity, high salaries, while the remaining farmers moved to the cities (Alan, 2006).
America's economy was prosperous until the early 1970s, but at the next years started losing its strength under the foreign competition and the high oil prices. In 1973, USA faced an oil crisis when OPEC stopped shipping oil to nations supporting Israel. America recovered in 1983; unemployment felt and GDP got growth. Inflation was reduced, Housing started boomed and the automobile industry recovered its vitality (Chafe, 1990). The concept of 80s was associated with extravagance and transformation.
In addition to the increased manufacturing competition from Europe and Japan, the US faced difficulties due to the general complacency that set in during the years of prosperity. By the 1960s, significant amounts of the clothing, footwear, and children's toys, purchased by Americans were manufactured in Asian countries, for example Hong Kong, Taiwan, Japan, and South Korea.

Table 2: Dimensions of culture

	USA	*Greece*
Uncertainty Avoidance	Weak	Strong
Power Distance	Small	Large
Individualism/ Collectivism	Individualism	Collectivism
Masculinity/ Femininity	Masculinity	Masculinity

Source: Hofstede, 2010

Figures 1, 2, 3: Dimensions of the culture
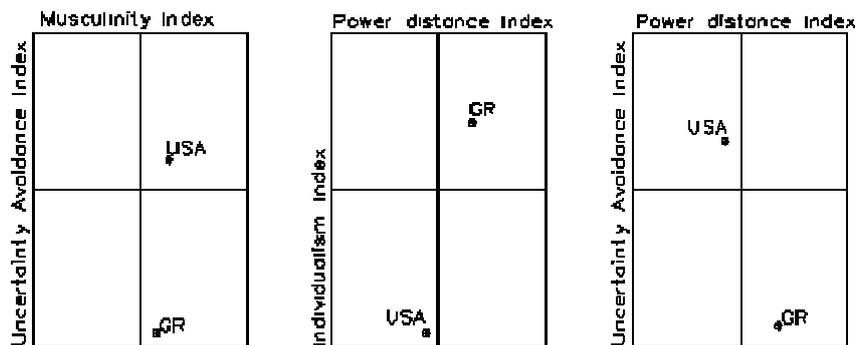
Source: Hofstede, 2010

By the middle of 1983, unemployment felt and GDP got growth. Inflation was reduced, Housing started boomed and the automobile industry recovered its vitality (Chafe, 1990). The spirit of the 1980s was associated with extravagance and transformation; money and consumer goods. When the 1990 oil price shock hit in mid-1990, consumer spending contracted and the economy entered recession. Unlike the early 1980s recession, the recession beginning in 1990 was relatively mild

According to Hofstede's research (Table 2) USA and Greece have totally different National Culture Dimensions Figures 1, 2 and 3 present the results in diagram.

The current Social face of Greece

Greece remains a relatively traditional society regarding the formation of the family and family structure. Couples getting married and having children within marriage. The model of the family where they work both parents is common, combining work and family responsibilities.

The traditional Greek family support their members replacing the welfare state. The majority of Greeks are homeowners. The usual form of employment is the permanent job. Greek employees are seeking safety in the workplace, while at the same time have the trend in the expansion of their business (work as freelancers). Most employees are appeared having now or in the past increased bank debt (loans, debts on credit cards, etc.) that makes them having a heavily indebted profile (financial obligations greater than income).

A great number of job positions are lost but at the same time the decrease of income for those who continue working are also important. The salaries have reduced by 25-30% (on the average) while the increase of tax burden made above losses sound dramatic.

Conclusions

The American motivation theories reflect the cultural environment of the United States of the late 19th and 20th century. They were developed based on American national culture and the fast growing economy. They placed in the highest level the Achievement (term that difficult translated in any other language) as the goal of the typical American worker. In a framework, that employees had met their physiological and safety needs these theories encourage them to cover their higher needs (social needs, esteem, self-actualisation) through their work.

The transfer and the application of these theories from the wealth environment of 19th and 20th century to today's working environment in Greece needs a validity test and an adaptation to current context. In these days the main goal is the survival and not the achievement. The needs of employees' have changed dramatically, the safety in the workplace is lost, and these motivation theories seem not to work efficient through the whole scale of the economic environment. Be motivation theories implied in the current Greek culture and working environment? Above considerations can be represented as a starting point for testing the validity of the motivation theories in current Greece working environment or at any time, in any economical or cultural context different than the ones they were conceived in.

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Seweryn CICHOŃ

2.8. MANAGING THE WORK OF UNIVERSITY TEACHERS WITH MODERN EDUCATIONAL TOOLS

Summary

The use of a broad spectrum of modern teaching aids offers great opportunities and simplifies the teaching process. The choice of modern educational aids depends not only on teachers but also increasingly from the students. Academic teacher, as an attentive observer, should notice which modern teaching aids are interesting to the beneficiaries of educational services, and the most often use the chosen ones. It makes teaching more attractive and the assimilation of knowledge easier. In the article was discussed the essence of teaching aids in the process of management of teachers and students work, also were characterized modern teaching aids and applying them. It also described the role played by information technology in higher education, particularly the use of interactive educational platform as a form of education.

Keywords: university management, information technology in management, modern educational aids, the work of university teachers, the teaching process

Introduction

Denek presents the following types of competence of academic teachers (Denek, 2000): praxiological competence, expressing itself with effectiveness of teacher management (i.e. planning, organizing, controlling and evaluating educational processes);
- Communication skills, express themselves in effectiveness of language behaviours in educational structures by the teacher;
- competence of the cooperation - the effectiveness of prosocial behaviours and the efficiency of teacher`s integration actions;
- creative competence, innovativeness and the non-standard measures;
- informatics competence, i.e. efficient using modern sources of information.

Academic teacher has to be more than just a person transmitting knowledge, information, currently the teacher has to stimulate the creativity of the student and the curiosity in acquiring knowledge, also teacher has to take care of emotional health of students and cause them to become active participants in the life of civil society, successfully combining theory and practice (Day, 2008, p. 27). The university teacher has the task of fulfilling a few basic responsibilities and functions: education, upbringing, welfare, environmental, enforcement and evaluation achievements and organizational skills, both in the organization of their own work and work of their students (Banach, 2009, p. 7).

161

The essence of teaching aids in the management of teacher and student work

In the encyclopaedic perspective, teaching aids are being called the aids education aids. These include all kinds of items, which affect the senses of students. The use of teaching aids facilitates the analysis of reality, shortening and diversify the teaching process and evoking such insights that will help in a shorter time pass more information (www.encyklopedia.pwn.pl). Cz. Kupisiewicz claims, that "objects that deliver to students specific sensory stimuli, affect their eyesight, hearing, touch, etc., facilitate their direct and indirect recognition of the reality (Bereźnicki, 2007, p. 369)". According to J. Półturzycki as teaching aids can be considered "both tangible objects that provide specific sensory stimuli, as well as technical devices that facilitate the transmission of stimuli, and which are used by an academic teacher and students (Półturzycki, 2004, p. 13)". The importance of teaching aids refers to the organization of the process of teaching and learning. It can guarantee the best equipment in the competencies that are needed at each stage of education. This organization is closely associated with using the wide range of the help, which functions consist among others on (www.podn.wodzislaw.pl):
- Facilitating the thought processes;
- Extending the range of learner contact with reality and motivation;
- A tool for learning (e.g. cards with tasks for groups).

Recalled teaching measures serve as a media, which means that they are subordinated objectives contents, and they must be adapted to the situation of learning and educational needs of students.

Teaching aids mainly (www.efs.men.gov.pl):
- have an informative function, so that learners are able to better and more effectively remember;
- are a fundamental source of knowledge and skills;
- are a tool helping to synthesize knowledge;
- are a tool facilitating analysing technical occurrences;
- are a diagnostic tool that verifies knowledge.

Teaching Aids enrich and enhance the learning process, but also help academic teachers organize teaching process, fulfilling a lot of important functions, such as (Moos, 1996):
- function of introducing into the teaching process;
- function of the basic source of knowledge;
- function of analysing technical processes;
- function of strengthening;
- function of verifying hypotheses for solving problems;
- function of controlling.

In the literature can find many classifications of teaching aids. Teaching aids are divided depending on what senses are involved in the learning process and learning. R. Więckowski divided teaching aids on (Więckowski, 1998, p. 121-122):
- visual, e.g. slides, computer programs, schemes, symbols, diagrams, models, tools, preparations;

- aural, e.g. audio recordings along with devices enabling to use them, musical instruments, etc.;
- visually - aural, e.g. films.

There is also a division of teaching aids according to the criterion of their complexity, by this classification distinguishes (www.edukator.org.pl):

- straight aids, e.g. models, graphs, maps, images;
- complex aids, of e.g. mechanical, electrical, electronic equipment (computers, projectors, transparencies, etc.).

To modern teaching aids, which university teachers can use in the management of their and the students` work, include (PHU GERD-Madex Sp. J., p.1-83) projectors; screens; interactive, copying, dry-removable, information boards; tablets; tests systems; visualizes; slide projectors; equipment for the videoconference; flipcharts; and planners.

Projectors, especially those with focal lengths, are beginning to displace conventional devices from the market, through the fact that projectors do not shine into the eyes of teachers, protecting their eyes perfectly are suitable for using together with the interactive board. Today, modern projectors have a high resolution and high brightness. Screens for displaying multimedia presentations can take different forms, i.e. electrically or manually pull-down screens, floor screens, on the tripod, are comfortable to use and can have different shapes. To conduct classes using interactive board is enough that academic teacher will use a finger or an ordinary pen, board surface is magnetic, dry-wipe, resistant to damage and this teaching aid can function with wireless tablets, systems to tests, visualizes, speakers. The modern software to interactive boards enables among others:

- control the computer using the interactive board;
- storing material formed on the board during classes in such formats as: an image file, web page or PDF document;
- change the language of software;
- recognizing the handwriting.

Applying systems to tests by academic teachers during classes has only advantages:

- instant check the level of mastering material - interactive tests of the knowledge;
- quick and objective assessment of results of the teaching;
- conducting surveys, the opinion poll;
- game shows, quizzes, interactive games, etc.;
- saving time during classes - immediate and opposite reaction;
- saving of the work of the university teacher;
- saving of paper.

The role of visualization is to enable display any objects or documents enlarged using the projector or TV sets.

Examples of applications this teaching aid are:

- General issues on all subjects, showing on the screen: books, homework of students, 3D objects (e.g. globe, a variety of teaching accessories, tissue samples);
- Live-recording classes, experiments, operations, techniques can be recorded and played back in later time;
- Medical schools, showing X-ray images, 3D objects (e.g. bones, tissue samples);

- Law and Administration, the presentation of evidence and documentation, comparing documents and objects on the "one to one" principle presentation of maps, diagrams, plans;
- e-learning, transmission of images live through the Internet (to participants in the videoconference) including viewing prototypes, samples, training materials and documents.

The most commonly used, by academic teachers, aids include overhead projectors which are divided into stationary and portable.

Applying copying boards by academic staff brings many benefits:
- ideal for use during scientific meetings or classes at higher language schools;
- effective use of working time;
- larger workspace - two scrollable panels for taking notes;
- possibility of return to the notes on the previous page;
- possibility of handing out notes from classes without the need to copy them by students;
- no more problems with spending on paper and used blocks to flipchart.

The electronic copying flipchart used on the market of university education services is used because of:
- The effective use of working time, students focus on the discussed issue instead of preparing notes;
- Two scrollable panels for taking notes, no unnecessary waste in the form of written sheets of paper;
- the ability to send meeting notes by e-mail, without necessity of their rewrite by the participants;
- ability to restore a complete history of notes from classes, each of participants receives the same version of notes;
- economical and comfortable use;
- complete data protection, notes can be wiped off without the risk that access to them will have e.g. students from another dean`s group.

Wide choice of planners with the different time scope, from a week to an entire year is a universal solution- now it is possible to describe every column and row depending on needs. Planners have an extremely lightweight and durable construction.

Information Technology in Higher Education

The term "information society" refers to the four meanings (Haber, 2010, p. 55):
1. Evolutionary - refers to the successive stages of social and economic development. The first step is the development of agriculture, the second - the industry, and the third is the development of knowledge and information.
2. Ideological - refers to the public policy long-term objectives which focus on social and economic transformations. Change the economic system gives a chance for development
3. Technology - indicates the rapid development of IT technology, which transforms systems of work, employment, governance, management methods and education, and introduces new cultural and civilization models.

4. Cognitive - refers to the development of sociological theories related the search for the essence, genesis and meaning of the formation of information society.

The great importance and the scope of the notion "information technology", which includes such terms and areas as computer science, information, telecommunications, media, multimedia, forces to clarify mentioned earlier definition through the recognition of information technology including its scope conceptual elements (Osmańska-Furmanek, 1999, p. 18):

- creating, using and the influence of media messengers, including multimedia, on social communication through information media;
- synthesis and analysis of the information;
- ethical, social, legal aspects and education human actions in the sphere of the information technology;
- confidentiality and data security.

The basic skills and issues of information technology that each university teacher should get, include (Sysło, 2007, p. 49):

- basics of using information technology, its tools and methods of use;
- the role and possible ways of using the information technology on the classes conducted by the teacher;
- the use of information technology as part of own workshop;
- social, ethical and legal aspects in the access and using the information technology;
- the use of information technology as a teaching aid during classes.

The process of teaching at the university based on elements of modern didactics, mass production of information, in all subjects, should lead to increase knowledge and qualifications of academic teachers, proportionally to the development of technique and information technology (Mianecka, 2010, p. 9).

Thanks to classes taking into account the information technology students have the chance to get (Sysło, 2007, p. 31):

- ability of correct using sources of information and tools for its processing;
- knowledge about possible applications of this technology, including the sources from which it is possible to obtain information and the tools e.g.: spreadsheets, databases, software for simulation and modelling and communicating via a computer network;
- knowledge about the new opportunities that information technology provides, the consequences of its activities, capabilities and restrictions.

It is noted that information technology plays a very important role in teaching, which cannot be compared with the role of other technologies. The man is a creative and independent being, so science should not only make possible to process information, but also enable the creation of new cognitive structures based on acquired information, development of skills the constant learning and the ability to cope with new information resources (Sysło, 2004, p. 23).

The educational platform as an advanced teaching system

E-learning is a modern, interactive form of education more and more often appreciated by higher education institutions, as well as individual persons, its use it is possible thanks to applying the teaching aid which is e.g. computer. Functioning in the information society, knowledge society, requires constant improving from university teachers and students - of learning through the entire life - lifelong learning. Applying the latest information technology supports the preparation of attractive educational materials, thus affecting motivation to learn and effectiveness the effectiveness of passing the exams. It does not require that rent classrooms or the physical presence of teachers. E-learning is supporting the acquiring the ability to use different sources of information published on the Internet and the use of tools to facilitate communication, both interpersonal and between groups of people (networked communities: academic teacher - student, student - student) (Juszczyk, 2002, p. 241).

From the point of view of the genesis of e-learning it should refer to the so-called distance learning models, among which are distinguished (*Nowoczesne metody nauczania...*, p. 11):

-   correspondence model: books, scripts and other printed materials;
-   multimedia model: audio/video cassettes, educational programs, interactive tapes;
-   synchronous model: video conferencing, audio conferencing, television and radio broadcasts;
-   asynchronous model: interactive online multimedia, education via computer and the Internet, Internet sources;
-   intelligent asynchronous model: communication via computer uses automatic response systems, virtual campuses with access to resources.

The e-learning module has the following functions:
Information:

-   organizational;
-   education;
-   complementary;
-   integrative;
-   verifying (www.zawodowcy.org/c/wiadomosci)

The advantages of using e - learning in higher education are (www.eip.pl):

-   relatively durability of knowledge through a scheduled cycle of interaction and summary tests: holding the attention of students at a high level depends on the amount of interactivity amounts of interactive elements used in during the lesson;
-   course materials available on the educational platform even after the lessons allow to maintain the sustainability of knowledge, its circulation and the ability to return;
-   possibility of quickly and easily create e-tests along with current verifying own knowledge.

In case of e − learning, students work without physical, direct contact with the university teacher and classmates, therefore they have to be more engaged and motivated to learning (Koprowska, 2007, p. 30-39).

Conclusions

Significant changes in computer science and progressive technology are forcing changes in management of higher education, the significant transformations, which are extremely important element in the information society. Priority tasks of universities include preparing students for living in the information society, whose functioning is hard to imagine without information technology and the ability to use it (Siemieniecki, 1998, p. 59). Education, similarly to other spheres of modern man life, should undergo transformations due to changes in social and technological conditions. The principal task of education is to help a young person in achievement of competencies or ability to use modern technology (Sysło, 2004, p. 12). Due to the different areas of appearing, in the literature occurs several types of distance learning. One of them is e-learning. Priority objective of this system is the online support for educational activities in high school. It operates based on educational platform, what facilitates communication on the line: academic teacher - student, student - student (Penkowska, 2009, p. 139).

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CHAPTER 3

Contemporary problems of society and individuals

Robert JANIK

3.1. SOCIAL AND ECOLOGICAL PROBLEMS IN THE EU FROM THE PERSPECTIVE OF CONTEMPORARY MANAGEMENT

Summary

The process of European unification is successful in many areas but also faces a lot of problems and challenges. To the very important ones belong the social inequalities, unemployment and the destruction of nature. It is sensible to search for solutions that connect economic interests of modern societies with the necessity of adhering to ecological norms. Improvement of the natural environment will require not only ecologically safe technology but also a change in lifestyle – also in the industrial world. This problem could be confronted within the framework of the new approach to solving the problem of unemployment but however, political will is necessary. This issue is also prevalent in Europe which with regard to its small area must maintain utmost care in the issue of the cleanliness of the natural environment.

Thanks to the development of science and technology the creation of new economic activities in Europe is possible. They can help to create new possibilities for both, the solving of the ecological problems and to create jobs in many sectors of economy. The contemporary management should play a very important role in this process.

Keywords: unemployment, ecology, management, pollution, environment, profit, globalization, European integration

Global changes

The lack of regard for ecological aspects in human activity is leading to the destruction of the natural environment as well as using and wasting human potential in the strife for constant growth in production and maximizing profits. Improvement of the natural environment will require not only ecologically safe technology but also a change in lifestyle – also in the industrial world. This problem could be confronted within the framework of the new approach to solving the problem of unemployment but however, political will is necessary.

Since the end of the World War II, the globe seems to shrink rapidly, increasing the mutual relationships between its particular regions surprisingly quickly. As a result, over the past decades, the term „globalisation" has emerged, becoming a synonym for progress and prosperity for its proponents, while for its opponents it became a slogan for a reactive system of capitalistic exploitation. (Giddens, 1993, p. 547) "Transboundary pollution, global warming, climate change, and species extinction are challenges that cannot be contained within national or even regional borders. They do not have isolated causes and effects. They are global problems, caused by aggregate

collective human actions, and thus require a coordinated global response. To be sure, ecological problems aggravate by globalization also have significant economic ramification. Although these effects will be more significant for less developed countries than for rich countries, they will nonetheless affect all people and all nations. (…) They are economic, political, cultural but above all ethical issues that have been expanded and intensified by globalization processes." (Steger, 2009, p. 90) The 21st century appears to be a particular time in the history of mankind. The processes commenced in the previous centuries are leading to a transformation of the style of life of mankind on an unprecedented scale. (Toffler, 1995) There are also positive achievements of civilization as evidenced by the elimination of certain illnesses, limitation of famine and the general if unbalanced technical development. (Kromołowski, 2014) However, there is also a multitude of negative effects of running such policies as exploiting the natural resources of the Earth in a manner that is not thought out but rather more like plundering. "Large areas of the Earth`s surface, especially in arid and semi-arid regions, have been used for agricultural production for millennia, yielding crops for ever-increasing number of people. Concerns about the relationship between population growth and environmental degradation are frequently focused rather narrowly on aggregate population levels. Yet, the global impact of humans on the environment is as much a function of per capita consumption as it is of overall population size. For example, the Unites States comprises only 6 per cent of the of the world`s population, but it consumes 30–40 per cent of our planet`s natural resources. Global overconsumption and uncontrolled population growth present a serious problem to the environment. Unless we are willing to change the underlying cultural and religious value structure that has combined with the social and economic dynamics of unrestrained capitalist accumulation, the health of Mother Earth is likely to deteriorate even further." (Steger, 2009, pp. 85-86.)

Modern times are also characterized by a large dissonance emerging between the commonly declared slogans such as "human dignity" and "human rights" while the practices in force in many parts of the world greatly differ from these declarations. (Fukuyama, 2007) This refers to a large extent to the issue of military conflicts as well as social and ecological imbalance. (Akerlof and Shiller, 2009)

In the capitalist maximization of profits "at all costs" the notion of the stock exchange turned out to be of great use. This to a large extent refers to the axiological sphere which is affected by the consequences of socio–economic processes. Such features as the hedonistic cult of availing of life, lavishness, maintenance of political fiction and social imbalance, as well as damage to the natural environment are all particularly criticized. The transformation of certain features is visible, which can be initially acknowledged as positive and leading to the building of the "ethos of capitalism". Nowadays, this has become its own caricature as exemplified by the desire of consumptionism which replaced "Calvinist frugality" or striving for profit that is satisfied by speculation on the stock exchange that has replaced traditional hard work.

This situation would appear to hold a significant opportunity for change in terms of the plundering exploitation of natural and human resources that has been dominating up to now, particularly referring to the approach of a greater distance from glorification and the use of the religious cult of "insignias of capitalism" such as stock exchanges or the

free market. It would be possible within the framework of existential reflection to return to "the source" of humanism and release man from the slavery of the soulless dictatorship of the calculation of profit "at all costs", which is damaging not only from the point of view of culture, but also for the species of the homo sapiens. "What is currently at stake is the conservation of the Earth and the biosphere, the thin layer that is the scene of all of life. Desertification, deforestation, erosion, ozone depletion, acid rain and the greenhouse effect are just a few of the threats facing us. Another spectre is that of nuclear war, which would certainly be the end of everything. Human suffering and the destruction of Nature are everyday realities. At the same time, the call for action is becoming louder. Something must be done before Man effectively destroys the world; this awareness is gaining ground at all levels." (de la Court, 1990, p. 9)

Bearing in mind the frequently non-transparent and unpredictable nature of stock exchange operations in which speculative capital is particularly damaging, they are becoming a symbol of a lack of comprehension by the average human being in terms of the functioning of the contemporary economy. Likewise, in the case of the political mechanisms, critical thinkers debate at length on the exquisite forms of manipulation including social engineering through the means of many economic and political groupings that repeatedly lay claim to the name of "defenders of democracy".

The price paid for availing of the stock exchange is that of uncertainty. Much points to the fact that this lack of certainty goes beyond the borders of " casino capitalism", thus directly affecting the existence of "human capital". Employees must increasingly become aware of the fact that what they were indoctrinated within the nature of certainties loses its meaning as exemplified by the recent theory on the need to identify with the workplace which quickly became invalid and "attaching yourself" and "identify with" have been replaced by the slogans "mobility" and "adjusting yourself" with regard to the changing situation on the labour market.

Another symptom of the changes reflecting the spread of globalization is the occurrence of "political integration", whose symptomatic symbol could be termed as the process of unification in Europe. Likewise, in other parts of the world the processes of "integration" are emerging – as exemplified by the American continent. The emergence of large transnational structures in the shape of the European Union admittedly does not signify the immediate disappearance of nations, but does however constitute a major step in the direction of transferring elements of the previously held power from a national level to that of a supra-national level. This is accompanied by the awareness among citizens of belonging to a greater organizational structure that transgresses the previous national boundaries, as well as creating within a continent a European cultural community. It is necessary to mention the practical side of this phenomenon – migration flows, spreading of familiarity with foreign languages, mixed marriages, use of different systems of education, as well as the impact of mass cultures on the inhabitants of various countries. This leads to the erosion of the existing concepts of national states and the birth of new forms of ethnic and cultural identities.

In the logic of the integration processes, the shift of the burden from the centre to the lower organizational levels is a natural sequence of events. This particularly refers to those countries which consist of culturally "independent" provinces or possess significant ethnic minorities e.g. in the case of the EU there is a clear strife towards the

passing on of some of the responsibility for decision-making and their realization in the case of the regions in question. This helps to release ethnic tension to a certain extent in the case of the occurrence of separatist trends in some countries. "On one hand, the worsening food crisis highlights the interconnections between political, economic and ecological problems. Indeed, globalization processes such as the expansion of trade and transport drive overconsumption and environmental degradation. However, on the other hand, the food crisis also shows how global response to environmental problems may also lead to new problems such as the aforementioned biofuel issue or the considerable risk associated with nuclear alternatives to carbon-based energy sources. Ironically, such attempts to reduce our species` "carbon-footprint" contain different threats to the environment." (Steger, 2009)

The process of European`s unification process is in many areas successful but also faces a lot of problems and challenges. To the very important ones belong social inequalities, unemployment and destruction of the nature. In contemporary times, we are also faced with the rich variety of production techniques – many of which are deemed to be "damaging for the natural environment" are in fact even tolerated by the same politicians who refer to the need to protect the "natural resources" of our planet. Much points to the fact that in the period of the industrial revolution an unwritten rule was created with regard to the priority of economic interests over the protection of the natural environment, thus facilitating the realization of policies of economic growth while ignoring the impact this has on nature to a serious extent. However true to say that the dramatic effects of degradation of the Earth's resources finally forced the inclusion of ecological issues in the economic sphere, the practice of "choosing the lesser evil" is still very much in evidence today- the so-called situation of conflict between economic and ecological interests, at the expense of the latter ones.

Significant changes have occurred over the last few years in the sphere of agriculture. The so-called „mad cow's disease" or foot and mouth disease showed the limits of industrial fattening of animals – the spongy degeneration of the brain is however only one of many possible dangers that are associated with the policy of maximizing profits in agriculture at all costs. Mass production of cheap food entails negative consequences for the health that are difficult to foresee - mainly due to the use of chemical substances in agriculture. The acceptance of genetically manipulated food on the market which has not been sufficiently tested in a process of long term tests would appear to be particularly controversial. It is also important not to forget about the ecological costs of mass fattening of animals. It is necessary to consider the sense of changing the form of production – perhaps working out a pro-ecological form of agricultural production which would take the form of producing healthy food that does not destroy the natural environment and would provide increased possibilities of employment. We should move away from large breeding farms which produce unhealthy food in a manner that is harmful to the environment. "Another significant ecological problem associated with population increases and the globalization of environmental degradation is the worldwide reduction of biodiversity. Seven out of the biologists today believe that the world is now in the midst of the fastest mass extinction of living species in the 4.5-billion-year history of the planet. According to

recent OECD reports, two-thirds of the world`s farmlands have been rated as "somewhat degraded". Half the world`s wetlands have already been destroyed, and the biodiversity of freshwater ecosystems is under serious threat. Three-quarters of worldwide genetic diversity in agricultural crop and animal breeds has been lost since 1900. Some experts fear that up to 50 per cent of all plant and animal species – most of them in the global South – will disappear by the end of this century." (Steger, 2009, p. 87)

John Maynard Keynes (1883–1946), the author of "The general Theory of Employment, Interest and Money" (1936) is known as the creator of the concept of economic interventionism and the "father of welfare state". This outstanding scientist is considered to be a co- founder of microeconomics, he created a new concept of economic cycles and regarded dynamics of capital investment as the main factor eliminating the influence on market demand. (Harrod, 1972)

Keynes' economic concepts included far-reaching social implications- he advanced the view of economic interventionism; he was convinced that the free marked should be controlled by government. This scientist had a great impact on the shape of economics in Great Britain. As an economist, Keynes was in favour of improving the living conditions of the poor, which also was of vital practical importance. "When men are unemployed, society does not miss the goods they do not produce. The loss here is marginal. But the men who are without work do miss the income they no longer earn. Here the effect is not marginal. It involves all or a large share of the men`s earnings and hence all or a large share of what they are able to buy. And, we note, high and stable production is the broad foundation of the economic security of virtually every other group – of farmers, white-collar workers, and both large businessman and small." (Galbraith, 1963, p.165)

A kind of a so called Keynesianism in the area of social life and environmental protective economical activities could change the to-day situation within the EU for the better.

The important macro-political moves by EU member countries, which have an influence on the liquidation of unemployment and the development of the process of integration can be listed as follows:

- Continuation of unification of EU law;
- Expansion of the common trading policy;
- Intensification of efforts for the creation of the common market by abolishing restrictions in the movement of goods, people, services and capital between EU member countries;
- Carrying out a common social policy in the EU;
- Supporting the construction and expansion of communication routes in Europe; cooperation in the area of agriculture and fishing;
- Working out a system that prevents counterfeiting by criminal gangs;
- Making contributions towards maintaining the high level of healthcare in the EU, strengthening industrial competitiveness in the EU – among other methods, by the implementation of new technologies;
- Subsidizing research and technological development;

- Unifying policies in the area of aid for developing countries; intensifying efforts for the improvement of consumer protection;
- Common activity in the sphere of energy, prevention of catastrophes and the expansion of communication routes.

In contemporary times, we are also faced with the rich variety of production techniques, many of which are deemed to be "damaging for the natural environment" are in fact even tolerated by the same politicians who refer to the need to protect the "natural resources" of our planet. Much points to the fact that in the period of the industrial revolution an unwritten rule was created with regard to the priority of economic interests over the protection of the natural environment, thus facilitating the realization of policies of economic growth while ignoring the impact this has on nature to a serious extent. However true to say that the dramatic effects of degradation of the Earth's resources finally forced the inclusion of ecological issues in the economic sphere, the practice of "choosing the lesser evil" is still very much in evidence today- the so-called situation of conflict between economic and ecological interests, at the expense of the latter ones.

A particular area of activity in welfare states should be efforts aimed at preventing the negative effects of the process of globalization. Many proposals have been repeatedly offered by governments of particular countries aimed at the elimination of the possibilities of various abuses – both on the part of particular producers and states themselves. (Drucker, 1993)

Conclusions

Maintenance of the established social standards as a result of international agreement forcing capitalists to take responsibility for the businesses run on the countries of their choice – mainly by adhering to legal and tax systems. Without questioning the sense of such a step it is important to note that in present times the failure to take any measures comes in conflict with western states which have possibilities at their disposal to force economic magnates to run a more pro-social form of economic activity. Firms that focused on profit apply the concept of „moving capital", which means moving the production to countries where they have access to a cheaper workforce and greater tax grace. More detailed analysis indicates that this is by no means the end of the moving capital – very frequently products made in this way are returned to the mother country (for the particular firm) with the aim of selling the goods there as the place where the goods originated does not usually have appropriate dynamics of purchasing power - due to poverty of those societies. This is connected with the fact that western countries are still the most powerful market, which makes them attractive for various producers. If such a procedure was not possible the western countries instead of receiving such products with open arms would block their access to the market by indicating the dishonesty of such practices and firms with moving capital would in the fear of losing profits be definitely more careful about making decisions to move production facilities abroad. Regardless of the use of these possibilities of action the developed countries should strive to reduce the costs of production, as these amounts are often associated with the need to finance various undertakings in the form of „additional costs" – e.g.

social care. Aside from this, it is important to add that the amount of earnings of employees in western Europe is not very economically motivated relatively speaking – it is influenced by other factors- e.g. tariff conditions. (Janik, 2011, pp. 109-123.)

The contemporary management should find new creative possibilities for solving social and ecological problems within the EU.

The lack of regard for ecological aspects in human activity is leading to the destruction of the natural environment as well as using and wasting human potential in the strife for constant growth in production and maximizing profits. It is sensible to search for solutions that connect economic interests of modern societies with the necessity of adhering to ecological norms. Regardless of this, it is possible to gain new work places in the area of environmental protection – and this is not only through the means of „traditional" activities associated with concern for the cleanliness of forests and built up areas but also in the utilization of various forms of industrial waste. In many western countries this type of processing has developed into a prospering business that brings in significant profits – a serious business is for instance the processing of used paper. In some areas of the USA this has yielded millions of dollars – similar activities have been undertaken in the case of processing scrap metal. Likewise, in other areas of environmental protection the possibilities of creating greater numbers of work places associated with environmental protection are increasing – an example of this could be the recultivation of industrial areas, modern management of constant waste, maintaining systems of supplying water and waste water removal, protection of water and sewage systems.

Significant changes have occurred over the last few years in the sphere of agriculture. Mass production of cheap food entails negative consequences for the health that are difficult to foresee - mainly due to the use of chemical substances in agriculture. "For many small-scale farmers the Green Revolution proved disastrous. They could not pay for the fertilizers and pesticides; they were not even creditworthy. When the Green Revolution did achieve was to increase the profit-making potential of agriculture, making the land more attractive to rich farmers. The result: many leaseholders were evicted from their land, and small farmers bought out. The range of food products available to the people in rural areas was also affected. Farmers in Indonesia, for instance, used to keep carp in their wet rice paddies, providing a major source of protein; after the introduction of pesticides, all fish perished." (de la Court, 1990, p. 41) Constructive steps on the road to improving the situation in agriculture are hindered by the „agrarlobby" which benefits from the current situation, which is witnessed not so much in terms of the numbers of citizens employed in agriculture as in terms of the economic and political potential at its disposal. Recently, there has been an increase in the significance of eco-tourism, whose services are availed of by an increasing number of health conscious people. Unhealthy living conditions that exist in large city agglomerations encourage people to search for alternatives both in the form of „healthy" holidays or a few days of rest e.g. on Saturdays and Sundays, while also in the form of changing lifestyles and way of living – evidence of this is shown in the increase of „green belts" in city areas. The afore-mentioned changes create new jobs and lead to the formation of healthier habits that are safer for the natural environment.

Laws to prevent environmental destruction should be connected with pro-ecological economic activities. This a very important source of the creation of new jobs. (Galbraith, 1963) A very important issue is also the production of "clean energy", as an alternative to the "dirty" ones as well as to the nuclear energy. There is still a large amount of unused social and economic possibilities that are hidden in "unconventional" sources of energy – or in other words, its production in hydroelectric, air and solar power plants. These constitute a significant alternative with relation to the traditional methods of power production – mainly atomic and coal powered power plants. Because of the relative small size of Europe the care for the environment should be a particular important issue on the continent.

Thanks to the development of science and technology the creation of new economic activities in Europe is possible. (Bylok, 2013)

They can help to create new possibilities for both, the solving of the ecological problems and to create jobs in many sectors of economy. The contemporary management should play a very important role in this process. Europe as one of the first continents which started the dynamic process of industrialization and destroying of nature can also be the first one to unite the contemporary economy with pro-economical activities. This would allow to connect the solving of social and ecological problems.

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3.2. HISTORICAL AND ECONOMIC ASPECTS OF BIOTERRORISM

Summary

The use of living organisms as weapon has been seen throughout the history of mankind. In our age the growing global tension, the several malfunctional nations and the multitudinous occurrence of low-intensity conflicts increase the risk of biological terror attacks even in Europe. In case of a contingent biological terror attack the veterinarians will become key figures fighting in the forefront, because 60% of the human contagious diseases are zoonotic and the food-chain is an easily vulnerable target which is fundamentally supervised by them. Malicious, deliberate contamination of food and water supplies with different biological agents, including bacteria, viruses, parasites and bacterial toxins for terrorist purposes is a real threat to the civilian populations worldwide. Hence, in the paper the authors review the concepts, history and future trends of bio, agro and food terrorism, and the possible impacts of bioterrorism on food-chain, public health, economy and the whole society.

Keywords: bioterrorism, food chain, public health, economic impacts

Introduction

The history of mankind is about permanent conflicts that mostly ended in armed combat. The wars frequently affected the civil population as well, but since the turn of the 18th and 19th century the international contracts have been aiming at the isolation of the armed forces from the civil population. The international military law states that distinction should be made between the activities of armies, militias, volunteer fighting corps and the management of civil citizens in the countries at war (Kalshoven and Zegveld, 2001). After World War I the bi- and multilateral agreements restrained the use of weapons of mass destruction, above all the biological, chemical and nuclear agents. However, the implementation of these contracts has greatly weakened hence new types of conflicts have arisen since the mid-20th century, and the civil population from the military actions cannot be sharply separated. In these conflicts the psychological warfare (scaremongering, economic and ecological destruction, threats to the civil population, etc.) is of increasing importance. These aims can easily be achieved by biological weapons.

In the last 100 years the unconventional warfare, which is not an open war, but armed opposition, has become exceedingly dominant, especially the so-called low-intensity conflicts. These political-military oppositions between states and/or social groups have not yet reached the level of war, but have gone beyond peaceful competition. In the 21st century the low-intensity conflicts are still prevailing.

The use of biological weapons can be traced back to the beginning of armed combat, but they were used quite rarely in the interstate conflicts, probably because of the fear of backlash. Nevertheless, the rising global tensions, the malfunction of many states, and the spread of low-intensity conflicts can lead to the strengthening of international terrorism, and the terrorist are not abided to international laws and the concerns of the state leaders. Thus, it can be assumed that the biological agents can play a role in the hands of terrorists, and could even threaten the safety of the European countries.

History

The use of living organisms in human conflicts has been accompanying mankind throughout history. Even the early man dipped their arrows and spears into different contaminants including faeces of human or animal origin to prolong the healing process of the inflicted wounds. In the antique wars, the animal cadavers were thrown into the wells to contaminate the water supplies. In order to expel the enemies hiding in caves or taking cover bees and poisonous insects were often used (Jared, 1997).

In the medieval ages, it was a common practice to throw the corpses of animals or humans that died due to contagious diseases (mostly plague, *Yersinia pestis)* into the fortresses. In 1346, the tartars catapulted corpses of men deceased by the pest into the castle of Kafa on the Crimea, resulting in the Black Death plagues in Europe in the 14th century (Varkey et al., 2002). The British army in the 17th century distributed blankets infested with smallpox (*Variola major*) amongst indigenous Indians (Bronze et al., 2002). During World War I the diversionists of the German army infected the horses and cattle with glanders (*Burkhordelia (Bacillus) mallei*) and anthrax (*Bacillus anthracis*). German diversionists were also active in American and Argentine ports, and their task was to infect the animal shipments to Europe (Redmond et al. 1998).

Since its establishment the Soviet Union had been preparing for a war in which the biological agents can be used. The Russian archives are still closed, hence the soviet and post-soviet biological war preparations can primarily be known from personal reports which are often equivocal. Research and development of biological weapons started in 1926, mainly targeting the destruction of agricultural production and food supplies. According to the American intelligence service their plan was to apply the house-fly (*Musca domestica*) to spread the foot-and mouth-disease (Feodov, 2005).

In Japan a special military unit was founded in 1932 in order to reveal the modes of action of the biological agents. The notorius Unit 731 had conducted experiments with live humans. In the World War II Japan released bombs stuffed with fleas and flies infected with cholera onto Chinese settlements (Harris, 1992).

In World War II biological weapons were not applied, but opponents were prepared to use them. Before the war Germany began conducting experiments on the infection of agricultural fields with Colorado beetles (*Epinotarsa decemlineata*), but there are no data about their application (Lesho et al., 1998). During the war, the English tested anthrax-bombs on the Gruinard-islands. The experiment was so successful that the whole island was closed down for 50 years. In England large amount anthrax infected cattle feed was produced with the intention of bombing target areas, but finally this kind of actions did not take place. The United States built a plant in 1944 that could

produce half a million anthrax bombs a month, each pieces weighing about 4 pounds. It can be assumed that due of fear of backlash these biological weapons were never applied on the battlefield (Koblenz, 2009).

After WW II the phenomenon of food terrorism appeared. In 1946 a group of avengers poisoned the bread of SS-soldiers with arsenic in a guarded camp (Khan et al., 2001). In the cold war a huge amount of biological weapons were stocked on both opponent military blocks. Its major cause was that the biological weapons had significant devastating effect that was confirmed by many experiments and estimations. Cuban references states that American secret services attempted to take agro-terror attacks against the Cuban plant production and animal husbandry at different times between 1962 and the early '90-s (Prado and Amores, 2010), but these attacks were always denied by the US government. However, it is a fact that the USA stockpiled 36 thousand kg wheat-stalk rust fungi (*Puccinia graminis* Pers. f. sp. *tritici*) in 1960. In order to disseminate this agent, a device resembling a paper aircraft was constructed, replacing the earlier technique of pathogen coated feathers (Torok et al., 1997).

In 1978 in Rhodesia (today Zimbabwe) 182 people died owing to bovine anthrax infection that was caused by governmental troops trying to weaken the economic background of the insurgents (Blancou and Pearson, 2002). According to Collins (1983) Soviet troops infected the insurgents' horses with glanders in Afghanistan so as to hamper the supply lines. Hopmann (2009) stated that since 1980s three significant biological weapon development programs have become known, of which the soviet one was the most important lasting till 1992. In 1991 after the Gulf War the production of biological weapons was proved in Iraq, so was it in South-Africa a bit later.

It is not a commonly known fact that the American army widely use biological weapons in the war on drugs. In the 1990-s in Uzbekistan a successful experiment financed by the Americans was conducted in that *Fusarium oxysporum* was used against growing drug plants. The results of trials, which ended in 2001, was successfully exploited in Colombia. Many scientists protested against the experiments because they were concerned about the application of this agent destroying plants without the farmers' consent (Thoumi, 2010).

We have a little knowledge about the bioterror attacks committed in the last decades. Only one action taken by a religious sect drew public attention. In 1984 an American religious sect in Oregon state, USA attacked a salad bar with *Salmonella typhimurium*. The attempt made 751 people contract salmonellosis (Day et al., 2011).

In 1995 the Japanese Aum Shinrikyo sect attacked the subway passengers in Tokyo with sarin gas, bringing into focus that a huge city is very unprotected against terrorist using weapons of mass destruction. The investigation revealed that the members of the sect attempted to diffuse aerosol containing anthrax and botulinum toxin at different times between 1990 and 1995. The financial power of the sect can be depicted by the facts that the total turnover of its companies was about $ 30 million, and it had 5.000 members in Japan and in the states of the former Soviet Union. So it can be stated that a terrorist does not necessarily tinker with biological weapons in a primitive laboratory (Reader, 2000).

The definition of bio-, agro- and food terrorism and their impacts

Bioterrorism is terrorism using biological weapons. Agroterrorism is bioterrorism intending the spread of diseases of plant or animal origin, resulting in fear, financial damage, and eventually instability of the society (Cupp et al., 2004). Food terrorism is bioterrorism contaminating and/or poisoning the human food and water supplies. In a wider sense it includes the attacks against food, feed and water supply chains (Wieck et al., 2007). It is of fundamental importance that bioterror attacks should not necessarily be implemented, the threat itself is adequate to cause significant damages. As the chance of the different agroterror attacks increases so do their economic effects.

Bioterrorism

The possible applications and impacts of bioterror attacks were thoroughly assessed during the cold war. Every evaluation emphasizes the significant destructive effects of the biological weapons (Table 1). In the most favourable circumstances a one-megaton hydrogen bomb would cause 570,000-1,900,000 casualties, whereas a 100 kg anthrax-spore bomb could cause up to 1-3 million. In less optimal circumstances (windy, sunny weather) the number of casualties would still range between 130,000 and 1,400,000. The effectiveness of chemical weapons is minimal compared to that of biological weapons: 100 kg concentrated sarin gas, even in "optimal" case, would result in "grand total" of 8,000 casualties (U.S. Congress, 1993).

Table 1: The efficacy of application of three different mass destruction weapons

Mass destruction weapon	Quantity	Striking range (km^2)	Number of casualties (head)
Sarin gas	300 kg	0,22	60-200
Bacillus anthracis	30 kg	10	30,000-100,000
Nuclear bomb	12,5 kT	7,8	23,000-80,000

Source: U.S. Congress 1993

According to Kaufmann et al. (1997) a *Brucella melitensis* aerosol attack against a town with a population of 100,000 would cause 82,500 morbidity cases and 416 mortality cases. The financial damage of this bioterror attack is estimated to be $ 478-650 million. According to the WHO (1970) estimations a 50 kg desiccated *Brucella* pathogen aerosol attack against a city of 5 million inhabitants would bring about 150,000 morbidity cases and 600 casualties. Another reason for the use of biological weapons is the low cost. In case of *Francisella tularensis* aerosol attack against a city, given that 5% mortality rate, would cost $ 2.86/casualty, but it would decrease to $ 0.36/casualty with a 40% mortality rate (Prado and Amores 2010).

The organizations for rescue services in the developed countries had been prepared for a long time to defend against the chemical attacks, but they had much less experiences as regards the biological defense, whereas this requires special knowledge and competences (Table 2.)

Table 2: Comparison of terrorism using chemical offensive agents with that using biological war materials

Chemical terrorism	Bioterrorism
Impact speed	
Fast impact – Within minutes or hours after attack	Delayed impact – Within days or weeks after attack
Weapon destruction range	
Areas in the wind direction	Significant geographical extend
Involved and affected defense services	
Workers in the first phase of rescue services (ambulance, fire service, police, rescue experts, etc.)	Plant-, animal health, food safety and medical officers, vets, epidemiologists, microbiologists, physicians, etc.
Identification and closure of the attack site	
Relatively well-identifiable and can be cordon enclosed	Hardly-identifiable attack site and infested area, and less effective checkpoints
Disinfection	
Major importance	Not required in many instances
Isolation of the affected persons	
After disinfection usually not important	Major importance

Source: Own construction

Agroterrorism

The agroterror attacks against food animal populations have numerous advantages from the attackers' point of view. The most important ones are as follows:

1. Many agricultural farms have large, open pasture-lands that facilitates the easy introduction of the pathogen. The spread of loose housing systems further ease the attacks. Moreover, the agricultural companies try to make their activities more known today, thus, the agro-tourism becomes increasingly popular which further increases the chance of terror attacks (Forbord et al., 2012).

2. In the last decades a huge concentration of the food animal farms could be observed. For example, in the USA between 1965 and 2007 the number of swine farms decreased from about 1 million to 65,000, but the average herd size increased from 55 to 920 pigs. The geographical concentration of the food animal sector can easily be followed in France: in Brittany, which has about 27,000 km^2 territory equalling to little bit more than 5% of the European part of France, 42.4% of the French dairy cattle, 72.1% of the French swine and 63.2% of the French waterfowl population can be found (MAPRA, 2011). The high density of the animals gives a higher chance for the contagious diseases to spread fast.

3. As a consequence of the fast development of the transportation and information systems more and more agricultural commodities and products are processed and consumed in other places than that of production. The globalisation of food production can be observed through the case of Chicken Breast A La Kiev in Dublin; the salted butter comes from Ireland, the garlic purée from China or the US or Spain, the lemon from the US, the parsley from France or the UK, the pepper from India, the chicken breast form Ireland or Belgium or the UK, the flour from Belgium or France, and the rape-oil from Australia or Hungary. It can be

seen that the ingredients for such a simple meal stem from 10 countries (Ercsey-Ravasz et al., 2012). Live animals, crops, the semi- and fully processed products can all spread the pathogens of contagious diseases of plant or animal origin.

4. The trade of agricultural products and food is basically a matter of trust. Because of the complexity and public health impacts of these goods, unfavourable rumours can easily ruin their markets which were built over years or decades. For example, the BSE crisis caused € 92 billion loss in the European countries which would have been equal to one-tenth of annual gross income of the cattle sector in 2003 (Cunningham, 2003).

5. It is easier to get access to the pathogens of diseases of animal or plant origin than those of human diseases. Numerous animal diseases are not zoonotic, thus, they do not pose any risks to the agents spreading the disease. Furthermore, because of the longer incubation period of certain diseases the saboteur has enough time to escape.

6. The origin of the outbreaks is often difficult to identify, so the terror attack is not necessarily revealed. The application of exotic pathogens, which are unknown on the targeted areas, can largely prolong the time of identification and the onset of the effective control of the disease. The procurement of the eligible vaccines and the set-up of the needful control measures require much more time.

Food terrorism

The studies, which were made in the last years, emphasize the global effects of the food terrorism. According to the estimations of Liu and Wein (2008), if the terrorists were able to ingest 1 g botulinum toxin into the milk supply system in the USA, 50,000 gallon (1 standard American gallon = 3,785 l) milk would get poisoned. In this case the number of casualties would exceed 100,000.

It is more effective for terrorists to ensure that the toxins produced by the pathogens contaminate the water supplies than the pathogens themselves. According to the WHO (1970), if the water supply system of a town with a population of 50,000 was ingested by 0.24 kg botulinum toxin and every inhabitant's daily water consumption was 0.5 l only, the contamination would cause around 60% mortality of the population within 17.5 hours. In Hungary every official settlement (altogether 3,152) has a tap water supply system. In 95% of the Hungarian flats, that is, in more than 4.132 million flats, there is running water. The 65,978 km long tap water pipe system with the water reservoirs can easily be attacked (HCSO, 2012).

However, the chance of a successful terror attack against the water supply systems is greatly reduced by the regular drinking water treatments, so the purification from the biological agents might be significant. The infrastructure used for the transportation and storage of drinking water can be attacked in a more efficient way, but significant concentration of chlorine can still give sufficient protection. The ozone treatment and nanofiltration, which are more commonly used, can offset the detrimental effects of the chlorine-resistant microbes. The risk is further decreased by the fact that only 5-5.5% of the running water goes to human consumption, given that 2 l per head total drinking water consumption daily, that is, 0.73 m^3 yearly. Since the total annual tap water consumption in a Hungarian household is 35 m^3, and the average family size is 2.51,

the total annual water consumption is 13.94 m^3 per head (HCSO, 2012). Furthermore, between the contamination and consumption of water there is a significant time gap that further reduces the health risks of the drinking water consumption.

The future development of bioterror weapons

The more advanced biotechnology largely facilitates the invention and creation of bioterror weapons at relatively low cost. It can play a significant role in the reinforcement of pathogenicity, virulence, antibiotic resistance of the pathogens, in the enhancement of aerosol spreading of the microbes and toxins and in the construction of new and very destructive living organisms and toxins. The genetic modification can result in new mutants, which are resistant to medications, hardly identifiable, persistent and produce toxins in large amounts. Summarily, the genetic modification and other modern biotechnology procedures can create a new generation of bioterror weapons.

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Ewelina CHRAPEK

3.3. WORKAHOLISM AND ITS CONSEQUENCES FOR THE FUNCTIONING OF THE FAMILY SYSTEM

Summary

Workaholism as a phenomenon examined in theories of addiction is primarily associated with harmful consequences for the functioning of an individual. Along with the development of the psychological mechanisms of addiction, there are more and more difficulties in professional and personal life of a workaholic. These changes affect not only the addict, but also his or her environment, especially the family. Work gradually occupies a space that should be allowed for the family, causing not only the physical absence of the addict, but also the emotional alienation. A strong need to control, which is clearly realized in the area of professional activity, is also evident in interpersonal relations. As a result, relationships with family and friends largely come down to the verification and accounting for carrying out tasks and responsibilities. At the same time, perfectionism characteristic of the functioning of a workaholic overstates the standards and level of expectations in relation to family members. For children it means a risk of living under the constant pressure of tough assessment of a parent, and striving for being the best is associated with the only way to experience the attention and conditional acceptance. The situation of spouses of people addicted to work appropriately characterizes specific adaptation to workaholic behaviour, which in literature is described as co-dependency. It includes among others: taking over extra responsibilities which are not performed by a busy spouse, a sense of guilt enhanced by grudges of the addict, low self-esteem, lack of emotional satisfaction, loneliness. The article also presents the theoretical basis and practical indications concerning the role of the family system in the context of behavioural workaholic changes.

Keywords: work, workaholism, addiction, family system, family members

Introduction

Overworking issues are more and more popular in the contemporary world. As Golinska points out, it is caused by factors such as:
changes related to the progress of civilization which created favourable conditions for the development of new addictions, so called functional addictions, e.g. internet, gambling, eating, shopping addiction, as well as work addiction (Golińska, 2013);
the growing crisis within the family life that results in limiting the possibilities of meeting needs: security, intimacy, acceptance, and love – fundamental needs accomplished by the family system.
Work gives then the opportunity to experience something what was previously unattainable, i.e. approval, appreciation, pleasure and satisfaction (Golińska, 2008).

Excessive engaging in professional activity does not necessarily mean the difficulty in psychological functioning. In the subject literature, we can distinguish at least several perspectives of understanding the problem of workaholism which are located at different points on a continuum from normal to abnormal. There are positions according to which workaholism results from „love for work" and, in this way, contributes to good health and happiness. Owing to work a person reaches a certain kind of mental health benefits, such as experience of significance and recognition and being responsible (Malinowska, 2014). On the other hand, workaholism as defined by dysfunction in psychological functioning is usually presented in terms of addiction. Then, this is the specific set of symptoms which is visible e.g. in the form of characteristic psychological mechanisms of emotional regulation (Golińska, 2008). The result is the emergence of harmful effects on mental and physical health which affect not only a workaholic but also their surroundings. In this article, workaholism perspective is assumed in the theory of addiction.

Dysfunctional adaptation of workaholics' spouses

Professional activity usually is an essential value involving the protection of the family living needs. However, in a situation when commitment to work becomes excessive, as a result it can lead to deprivation of basic needs carried out in a family, including emotional needs typical of marital dyad. Workaholic, because of their absence and/or unavailability, gradually withdraws from married life together, neglecting their duties and distancing themselves from arising problems. In the hierarchy of workaholic's values, marital relationship usually is in an inferior place to the career aspirations, which may result in the emergence of negative emotions and significant relationship disturbance (Golińska, 2008). Workaholics might experience difficulties since addicted spouses do not keep promises and consider work as an activity beyond any needs inherent in the role of a husband or wife. The situation of workaholics' partners becomes complicated both because of high social assessment of working hard and a system of illusion and denial which with time may develop in partners and activity of which may sustain mechanisms of addiction (Mieścicka, 2002). Based on analysis of the 100 wives of workaholics, Robison pointed out the following characteristics of their functioning:
- a feeling of being ignored, unnoticed, unloved;
- assuming excessive responsibility for marriage and family accompanied by a sense of loneliness;
- a feeling of being neglected by a husband whose commitment to working life definitely surpasses involvement in family life;
- a sense of control and manipulation by a husband;
- initiating various attempts to attract husband's attention, e.g. by showing interest in his work;
- a sense of tension, effort and lack of spontaneity in a relation with a husband;
- a sense of being less important in the face of a husband being in the central place
- experiencing a sense of guilt in the situation of expecting from a husband something else than issues connected with his professional activity;

- a belief about low self-esteem originating from being compared to an admired by the environment husband;
- experiencing a clear discrepancy between the sphere of their own feelings such as grief, a sense of injustice, and position of environment indicating feelings of gratitude and pride in a husband (Robinson after Golińska, 2008).

Constantly repeating patterns of workaholic behaviours do not change despite the efforts of a spouse. With time, workaholics' partners who do not cope with increasing hostility and loneliness may experience clear physical and mental ailments (Kozak, 2009). At the same time, the most common are: allergies, hypertension, ulcers, neuroses, depression (Mieścicka, 2002). Similar to other addictions, the nature of interactions between the spouses and workaholics is often termed co-dependency. This concept includes a series of adjustment characteristics such as e.g. taking responsibility for the addicted, strong dependency of mental states on moods, behaviour and decisions of other people, suppression of emotions, feeling of helplessness and susceptibility to control from the outside (Killinger, 2007). Limited self-esteem, feeling of guilt and being misunderstood can also be present. It is worth stressing that not all studies confirm the negative impact of workaholism on the quality of a marital relationship (Malinowska, 2014). It is indicated by the need for caution in the interpretation of pointed relationships and their cause and effect connections. There is a possibility of the opposite direction of relation according to which excessive commitment to work is a way of compensation of unsatisfactory marital relationship (Golińska, 2008). This solution concerns especially the individuals with high level of emotional immaturity which show difficulties with interpersonal relations or fear for being emotionally involved. Professional activity offers a more available alternative to relationships with a close person. This is also supported by the fact that commitment to work has its objective justification and is realized with common social acceptance (Strzelczyk-Muszyńska, 2008). A mechanism of the vicious circle (typical of addictions) might also occur, with the problems with relationships causing escaping into workaholism, which consequently leads to a more tense atmosphere at home (Moczydłowska, 2005). The problem, therefore, requires further in-depth empirical testing.

Possible difficulties experienced by children of workaholic

Addiction of a family member affects the whole family system, causing essential changes in the dynamics of the processes occurring in this system. Serious consequences are likely to be observed in children who are susceptible to a strong influence and follow specific behaviours of their parents. Such problems have been well researched in families with alcohol problems. Children of alcoholics gradually acquire specific adjustment characteristics which are the source of serious emotional difficulties in an adult life. These acquired disorders are commonly known as an Adult Children of Alcoholics syndrome (ACoA). It seems that differences in socio-economic conditions between families with alcohol problem and families of workaholics are substantial and the discrepancies concerning consequences of these dependencies are also significant. Workaholism, often „invisible" to the community, offers social

gratification, especially due to the measurable material benefits. On the contrary, alcoholism might cause serious financial difficulties and a kind of social ostracism. However, since basic mechanisms of dependency are similar, dangerous emotional consequences might be experienced, even in early childhood (Golińska, 2006).

The imbalance concerning raising children at workaholics' family may eventually lead to dysfunctional parenthood and considerable difficulties in the functioning of children. Workaholics most often grow up themselves in a family of abnormal patterns of interpersonal relationships which then they copy in relations with family and friends. Most often, they experienced appreciation and love in their families only in a situation when they worked hard for it. With high probability, they will repeat similar patterns of conditional acceptance towards their children. A child of a workaholic will therefore take serious efforts of „being the best", so as to get at least a small token of appreciation and approval from a parent. However, when a child does not live up to unreasonable expectations, when they are not the best pupils, when they do not achieve successes and do not get prizes, they cannot count on signs of interest and enthusiasm, and they rather meet reprimand and cautions (Killinger, 2007). Contacts with a parent can be therefore constantly accompanied by anxiety and a sense of being controlled and evaluated. At the same time, a typical of workaholism perfectionism makes accomplishment by a child excessive standards that would satisfy a parent an extremely difficult task. It can intensify the ever-present sense of being imperfect hidden beneath the image of a perfect reliable, successful child. Robinson's research (Robinson after Guerreschi, 2005) shows that children of workaholic have a clear tendency to the self-critical attitudes and experiencing guilt. They know achievements of a perfect workaholic parent and internalize their patterns of functioning striving for achieving comparable standards. Workaholics model their activities which are frequently performed in stress, and this stimulation, if constantly repeated, might intensify the need for vocational stress in other family members (Golińska, 2006). A significant threat to children of workaholics is therefore development of similar patterns of involvement in professional activity and, eventually, mechanisms of addiction to work. Furthermore, factors that elevate the risk of dysfunctional behaviours concerning the work in adulthood also include:

-   lack of appropriate bond between a parent and a child,
-   hiding emotionalism by parents,
-   other difficult experiences in the early years of a child's life (Wojdyło, 2010).

Typical of this group of children is also a sense of over-responsibility with parents described as „parenthood" syndrome. It means taking over the duties of parents (e.g. the supervision of younger siblings) and excessive care and concern for their emotional comfort. At the same, the care the children take is inadequate to their age and capabilities, and takes place at the expense of their development needs. As a result, these children may become overly susceptible to environmental influences, satisfying their need for approval by fulfilling the expectations of others (Golińska, 2008). It is therefore understandable, as confirmed by the study of adult children of workaholics, greater likelihood of high level of anxiety, depression and difficulties in partnership (Guerreschi after Robinson, 2005).

Effect of changes in workaholic behaviours on the family system

Behaviour of a workaholic might substantially affect the dynamics of mutual relationships in families. According to the systematic theory of family therapy, a family represents a multilevel structure of multilateral transactions and communication which occur according to the specific principles. From this standpoint, changes in behaviour of one of the family members affect behaviour of other people and function of the whole family system. In order to understand the mechanisms used by an individual, it is necessary to understand the principles that govern interactions in a specific family (Sęk, 2007). In the context of disturbances, this means that if one person experiences difficulties, the whole family is „infected" and should be also diagnosed and should receive therapy. Therefore, a systematic therapy is oriented at implementation of broadly understood changes which lead to solving the problems experienced especially by a specific family member. Consequently, the therapeutic effects are oriented at the family structure, communication patterns and principles that affect the whole family system (Czabała, 2013).

There is some evidence to support the thesis that roles in workaholics' families are unclear and indeterminate (Robinson after Golińska, 2006) This is likely to be linked to a substantial imbalance in responsibility, uneven division of duties and domination in the family that result from the priority ascribed to work by the addicted person. Gradual overtaking the duties that should be done by the workaholic might lead to the excessive overload among other family members, disturbances in performing the roles of a wife, husband, father or mother and to constant feeling of excess responsibility (co-dependency of spouses, „parenthood syndrome" experienced by children). The role of the therapy in this area would be to recover a proper profile of the roles performed in family and duties that result from these roles. An essential area of changes should be definition of boundaries between the subsystems. This is important due to the fact that a workaholic usually keeps emotionally away from other family members, which might lead to e.g. unusual intimacy between the spouse and a child. Another area of changes should be disturbed rules that control family life and disturbed communication, both in terms of its form and contents. In a dysfunctional family with addiction problem, communication between individual members of family might occur not directly but with participation of other persons (e.g. a mother being an intermediary between a son and a father). Consistent avoiding talking about problems might also be typical of workaholism. Open expressing of actual emotions is not allowed in these families, leading to the necessity of suppression and developing improper patterns of coping with emotions. Furthermore, other difficulties are often essential for therapies, including reluctance to develop through taking new challenges and implementation of changes, limitation of the contact with the environment and external chaos (Killinger, 2007). The therapies for the spouses and children should emphasize reinforcement of the self-centeredness and meeting your own needs without feeling of guilt. It is typical of dysfunctional families to focus on the addicted person. This is reflected by subordination to their changing expectations and actions aimed at satisfying the needs of the addicted person. Importantly, gradual deprivation of the

needs of other family members represents a serious threat to the self-esteem and other aspects which are important for the individual development.

Systematic therapy requires participation of the addicted and all their family members. Due to the readiness for changes and the mechanism of denial, this represents a serious therapeutic obstacle.

Apart from therapeutic measures oriented at the problem, the prevention activities are also very important. Prevention should be focused on the people in the work addiction risk group and their relatives, with particular focus on:

-   people from families with improper communicational patterns,
-   people from families where the needs for unconditional acceptance are not met,
-   people from families with parents experiencing problems of work addiction.

Conclusions

Workaholism is an addiction that is not connected with embarrassment, but rather with recognition, social approval and prestige associated with high socio-economic status. (Golińska, 2008). External image do not tally with the consequences of developing mechanisms of addiction for the functioning of a workaholic and their family. Mechanisms typical of adaptation of workaholics' partners, described as co-dependency can with time lead to significant emotional problems and psychosomatic diseases. In the case of children, the consequences may also concern, among other things, repeating in the course of the development of dysfunctional patterns observed in a parent and the effect of a bigger threat is establishing of workaholic behaviours in adult life.

Workaholism is an addiction that requires taking therapeutic action. At the same time, the decision on starting a therapy may be difficult due to the working system of denial, as well as associated with its adaptation functioning of a workaholic's family and strengthening resulting from a positive social assessment of commitment to work. According to the assumption that a family is the system of interrelated parts, both an addict and their family and friends need therapeutic help. Spouses as well as children need influences in the field of psychoeducation and strengthening the skills of change of disadaptation forms of adaptation to arisen difficulties in the family system. Therapeutic measures oriented at workaholic families should take into consideration, among other things, clear definition of the roles performed in the family reinforcing the focus on the needs, relieving from excessive feeling of responsibility, learning open and direct communication and training in terms of coping with difficult emotions (Killinger, 2007).

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Małgorzata SIERPIŃSKA

3.4. STEREOTYPES ASSOCIATED WITH THE MAN'S AND WOMAN'S ROLE AS PROFESSIONALS

Summary

In our society, certain stereotypes are deeply rooted and present us with limited vision, based on a simplified knowledge and unfair opinions. They determine human attitudes towards social groups, religious groups or other nationalities, expressing durable, often unfair judgments. One of the many social situations, where the influence of stereotypes is evident, is associated with the perception of role fulfilling by women and men. Certain social and professional roles are attributed to them, and going beyond their framework is often subjected to critical evaluation. Eliminating traditional gender stereotypes is still a big challenge and the crucial matter for equalizing opportunities for women and men in family life, the process of education and in the labour market. Despite of the law regulates gender equality on most planes, and declared support for equalizing opportunities is very high in the society, the stereotypes about women and men still alive. Such stereotypes become an obstacle to the mutual understanding in the career field. Unfortunately, the stereotypes about gender roles are deeply ingrained. They usually come from the assumptions about the roles, skills and features attributed to women and men according to the cultural norms and tradition. Gender stereotypes usually derive from the diversity of roles that men and women have to fulfil in the society. The aim of this article is to make aware that equal treatment of women and men in the labour market at the stage of recruitment gives an entrepreneur the advantage by increasing a spectrum of potential skilled workers. Additionally, it can be a source of clear business profits.

Keywords: stereotype, prejudice, discrimination, mechanisms of stereotyping, gender roles

Structure, concept, and functions of gender stereotypes

We meet with many kinds of stereotypes concerning almost every area of human life. Stereotypes define the world, presenting its limited vision, based on ignorance and unfair opinions. These difficult to eradicate beliefs determine people's attitudes, e.g. to certain social or religious groups, or other nationalities, formulating permanent, often unfair judgments. (Mandal, 2004)

In the social sciences, the concept of sex in the biological dimension is more and more often distinguished from the concept of gender in the sociocultural dimension. In English, sex/gender is defined in the first sense as the term "sex", and in the sense of socio-cultural category – the term "gender". The concept of gender is thus linked to the social, cultural and psychological dimension of meaning imposing on people

195

depending on their biological sex, and is applied to the social nature of the differences between the genders (Pankowska, 2005).

The term "gender" originally meant in English grammatical gender, but in the psychological literature it acquired a much wider significance, particularly in discussions contrasting psychological sex with biological sex (Czapiński, 1996).

Gender, being a universal and easily identifiable feature, is particularly vulnerable to stereotyping. In the literature of subject, the term "gender stereotypes" is used interchangeably with the following concepts: "stereotypes based on gender", "stereotypes of cultural gender", "stereotypes of socio-cultural gender", "stereotypes of psychological gender", as well as with more rarely used terms such as "masculinity and femininity stereotypes".

Gender stereotypes are generalized beliefs about psychological traits of men and women, as well as measures appropriate for one or the other sex. Gender stereotypes are easy to notice when in a statement there appear formulations such as: "women should ...", "men are more...", "women like it when ...", , "for a man he is ...", etc.

It is worth noting the burden of gender stereotypes is noticeable on many planes: from the dominant in Poland family model based on the double burdening of women with family responsibilities and occupational duties, through the process of education, job recruitment or labour market situation. Gender stereotypes create simplified descriptions of a masculine man and a feminine woman.

Stereotypes of femininity and masculinity and consist of four elements. These components are:
- stereotypes about physical appearance (including physical appearance of women and men),
- stereotypes about social roles,
- stereotypes about personality traits,
- stereotypes about professions

The component of physical appearance is highly correlated and affects other elements of the stereotypes of masculinity and femininity, being the most identifiable and accessible in interpersonal realities. One perceives the rest of the components of gender stereotypes from the angle of physical characteristics of an individual.

The stereotypes of personality traits of gender are a set of psychological traits and behavioural characteristics, which in a given culture are attributed to each sex (Królikowska, 2011). Stereotype of masculinity relates to agency and the stereotype of femininity – to social relationships. He stresses that within the basic personality only two moderately or highly differentiate the gender: assertiveness with a predominance of men, and sensitivity to others with a predominance of women. Furthermore, women are characterized by a slight but not accidental predominance of trust, sociability and anxiety, although the latter outcome does not apply to social anxiety, where no differences are found. Similarly, no differences are found in many other personality traits. (Wojciszke, 2002a)

At this point, it is worth mentioning, that stereotypes regulating social behaviour of men and women determine which images they should hand over to the environment. In most societies it is required from men to behave in social situations in a dominant, self-confident and tough way, while women are expected to present submissive and empathic

behaviour. Behaviour contrary to gender stereotypes meet with social disapproval. However, behaviour consistent with representative norms applicable to both sexes are rewarded socially, even if it is obvious they are only "putting on masks".

Women who work in public sector, business women and those pursuing career in politics are well aware of this fact. These women, creating their public image, apart from professional or political competence, also emphasize their „feminine characteristics."

However, gender role stereotypes refer to the set of beliefs on the types of activity perceived as suitable for men (providing for a family) and for women (care and child-rearing), appropriate. These roles involve stereotypes about professions.

It is stereotypically considered, therefore, that men, perform well in professions requiring physical strength, determination in action, fast decision making, and in professions requiring leadership skills and managing. Women on the other hands perform well in professions that are an extension of their family roles, that is, professions related to helpfulness, protectiveness, showing empathy and those which require communication skills. (Królikowska, 2011)

Stereotypes about different areas of professional roles of women function when it comes to driving a car. A common stereotype is the functioning stereotype of women as worse drivers than men. The negative consequence of using this type of simplification is the risk of mistakes made in such an assessment

Gender Stereotypes – empirical research

Gender stereotypes are widely known. The characteristics of one or the other sex are easily defined by almost every person. The first study on gender stereotypes just focused on creating such type of lists describing such characteristics. The study on these characteristics focused on two issues: the belief that men are assertive and have control (instrumental traits) and the belief that the domain of women is taking care of the interest of other people (expressive or pro-social traits).

Study of thirty representatives of equal nationalities, have showed a relatively great similarity in attributing specific traits to both woman and men. Women were usually perceived as striving after establishing bonds (affiliation), taking care of upbringing and showing a need for respect and men as stronger and more active, showing a strong need for success, autonomy, dominance, aggression, and It was differently referred to the issue of distinguishing „feminine" and "masculine" traits. (Deaux and Kite, 2002)

Gender stereotypes are a consequence of mental traits and behavioural characteristics which, in a given culture as characteristic, are more frequently attributed to one sex in comparison with the other. Different studies prove the existence of men and women and stereotypes similar in all studied cultures concerning different traits described as "masculine" (associated with confidence, risk-taking, independence, aggression, competence and rationality) or "feminine" (mostly associated with emotions, warmth, sensitivity, protectiveness, ability to make sacrifices or submissiveness (Mandal, 2004).

It is worth mentioning that the influence of the media on the process of moulding and strengthening stereotypes is undeniable. For example, it often presents a negative

image of feminists emphasizing their confrontational and radical nature. Such statements may become the basis for making hasty judgments.

In advertisements that refer to gender differences, the experts are usually men, and women have traditional social roles of a mother and housewife.

Stereotypical image of women in advertising is presented in the form of: caring wife and mother, woman-vamp oozing sex appeal and occasionally, emancipated woman driving fast cars, holding a reporter's microphone in their hands or holding business talks. (Doliński, 1998)

Rosenkrantz and his collaborators originally claimed that there are many more male than female characteristics that must be assessed as positive ones. However, no differences were found in the average „positiveness" of both groups of stereotypical traits estimated with the use of average results. Recent Eagly and other's works reveal that traits attributed to women are, in fact, more favourable than traits attributed to men.

Gender differences are also strengthened in magazines. The study shows that randomly selected teen magazines such as "Bravo" or "Girl" are dominated by the subject of sex, fashion, cosmetics and music. Rarely can you find articles on education or career aspirations, and the subject of economics, politics or scientific discoveries does not exist at all, as opposed to men's magazines (Pankowska, 2005).

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Pratto notes, male dominance has been recognized as characteristic of the human species. The simplest explanation of different access to power, position and social roles would be differentiation between men and women in terms of political and social characteristics.

The review of empirical literature from different countries showed women's orientation oriented toward social relationships as communal characterized by emotional closeness, taking care of others and mutual connections, and he contrasts it with task orientation (agentic), characterized by efficiency and strength. In a random group of Swedish and British teenagers, young women turned out to be less racist, more prone to support social equality and less conservative in political-economic issues than young men. (Wojciszke, 2002b)

The consequences of strengthening gender stereotypes in the organization.

The result of copying stereotypes is the phenomenon of occupational segregation of women and men. The emergence of occupational segregation results in the effect of „self-fulfilling prophecy" which was described by Robert Merton. If there is a stereotype of a woman as a housewife and superstition that women are not suited to politics, they will rarely run and be elected which will result in the domination of men in parliament and will serve as an argument strengthening the anti-woman superstition

and megalomania of men (Sztompka, 2002). In most cultures, gender stereotypes reflecting the social stratification, they treat women in a more negative or ambivalent way, and glorify masculine values, so their acceptance means for women more negative consequences. However, it happens that also men often become the victim of gender stereotypes.

In the case of men, the consequences of the high acceptance of gender stereotypes may be associated not so much with the negative self-image as overestimating one's possibilities and setting oneself a target which is inadequate to one's abilities or situation. Low self-esteem exposes an individual to experiencing failures, disappointments, and the proverbial "banging one's head against a brick wall". On the other hand, focus on work, strength, rationality and domination is not necessarily beneficial for men as it may lead to rivalry, workaholism and health problems resulting from behaviour related to risk taking, stress, frustration and conflict. Adverse phenomena are also exclusion from the network of informal contacts, stereotype of a successful man – in the case of women, with a negative emotional tinge (success at the expense of family life), and the problem of sexual harassment. (Mandal, 2004)

In the case of women, consequences of gender stereotypes rely on generating: low self-confidence, low self-esteem and image of one's own competence, negative body image, defensiveness, excessive dependence on others and fear of success. However, in terms of perception of themselves, women often reveal "modesty" behaviour " such as submissiveness, conformism and passivity.

Gender stereotypes are associated with sexism which is already gender discrimination. The word is derived from the English word "sex" and expresses the view that men and women are not equal. The term "sexism" stands for discrimination because of sex, as well as a set of views that make up the kind of "ideology" which treat one of the sexes – women or men – as worse.

In the sphere of functioning in the labour market sexism affects women more frequently, and in the sphere of family life – men (e.g. reluctant granting a father custody of a child in case of divorce). Sexism is a peculiar ideology and a set of extremely stereotypical beliefs delivering apparent "justification" of lower status of women in society, at work, in politics and family life. Negative phenomena in the organization from the perspective of gender stereotypes are among other things: work-family conflict associated with combining family and professional roles, discrimination in employment (in most cases, there is discrimination against women) with all consequences, e.g. barriers to promotion or differences in salary.

On the Polish market women despite legal regulations, high qualifications and a growing number of women graduates, experience discrimination because of sex. Starting with the problem of finding work by young women, because of their possibility of pregnancy and the risk to go on maternity leave, and ending at lower salary for the same job or the problems with promotion. (Karczewska, 2015)

Adverse phenomena are also exclusion from the network of informal contacts, stereotype of a successful man – in the case of women, with a negative emotional tinge (success at the expense of family life), and the problem of sexual harassment. (Mandal, 2004)

Conclusion

The harmfulness of strengthening gender stereotypes is obvious. The result of copying stereotypes is the phenomenon of occupational segregation of women and men. It has an influence on the kind of undertaken professional job by women and men, and its assessment by the environment. As a result, gender roles lead to the fact that many people find them characteristically rigid and imposing restrictions. Certainly, an interesting idea is to look at the stereotypes of gender roles from a wider perspective, which would mean restricting their action in favour of androgenic approach. Thus, the traditional roles defining is the opposite of a comprehensive and complete development leading to many real risks to which individuals treating them as ideal standards for themselves and social relations may be exposed to. In contemporary changing world, functionality and usefulness of gender stereotypes as "images that we carry in our heads" is getting smaller. These stereotypes carry more and more subjective and interpersonal problems, and much less benefits, contained in – as in the past – in the sense of security guaranteed by following after them. The world of the 21st century, if it is to be perceived as modern and liberal, should strive for the gradual abolition of negative divisions resulting from the gender (especially visible in the professional sphere) in favour of equality, tolerance and partnership. Realizing this fact especially by entrepreneurs can result in abolishing unnecessary barriers within the organization, which may increase the spectrum of potential skilled workers and could also be a source of clear business profits.

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3.5. ENTERTAINMENT OF YOUNG GENERATION: MOVIE VIEWING HABITS

Summary

Authors aim to analyse a pilot study that was conducted with university students regarding their movie viewing habits, focusing on the various influences and sources of information that have an effect on their choices concerning both the methods of viewing movies and the selection of certain movies as well. Among its main results is the general disregard to traditionally highly regarded influences like movie awards or information aggregation websites (such as the Internet Movie Database for example), the overwhelming dominance of piracy when it comes to current movie viewing trends and some of the main expectations concerning legal movie streaming services (which could turn them into viable alternative options).

Keywords: consumer behaviour, culture, movie consumption

Introduction

Universities play a very important role in every society, while their enrolled students appear as an accessible and large population, which could be considered appropriate subjects to study. Furthermore, they are a target market that watches a great amount of movies each year according to SMRB data (young people generally tend to be more frequent moviegoers, as MPAA statistics show the 18-24 and 25-39 are the two largest frequent-moviegoing age groups, representing 31% of the US population). Movie theatres and "home cinema" generally play a large part in the life of university students as previous studies that aimed to divide their free time showed (Ságvári, 2009). Unlike the 80's, where it was generally close to imaginable that university students would watch movies that were made for general masses – as opposed to art films –, they prefer larger multi screen movie theatres to smaller art cinemas (Varga, 2005). On another note, we could say that we live in the new age of digital multimedia where movie distribution is facing major changes as well as the general methods of how the customers garner information (or try to measure the value of a certain title), especially when it comes to the internet (Deák, 2008). While the greatest challenge of the industry is often perceived to be piracy, a lot more could be gained if the focus shifted to accommodate the changing demands and to try and offer competitive alternatives instead, especially so as by the time university students graduate, they already represent a significant buying power and reaching them in time may lead to decades of loyal customers.

The aims of the study are to provide a brief overview of some factors that affect consumer behaviours concerning movies, which is followed by the results where the main influential information sources and indoor/outdoor movie related choices are examined.

Factors affecting consumer purchases

2.1 Defining changes of technology

As we witnessed the slow regression of art cinemas and the decline in viewership of multi-screen movie theatres (when it comes to yearly grosses, the Hungarian movie theatres eventually recovered, though it is not an easy task to keep track as three years of data is missing from the statistical records (Nemzeti Média- és Hírközlési Hatóság, 2015)), which was empowered by the slow shift of scenery, as more and more people started to watch movies from the comfort of their homes. As for home cinema, the greatest change came in the form of the digital revolution, beginning with the lightning-fast spread of the DVD (Lobenwein and Pápai, 2000), which represented a vast improvement over the aging VHS, with a more resistant build and a superior storage capacity which resulted in higher quality versions of movies concerning both sound and picture as well as the inclusion of previously absent extra features (such as adding audio and subtitle tracks for numerous languages and audio commentaries made by the filmmakers as well as several types of various extra content like the collection of deleted scenes etc.). The second phase of the digital revolution came a bit later on with the widespread of – the practically limitless – broadband internet connection. Data from 2014 show 74% of the population of Hungary as internet users, while the whole of Europe has an internet penetration of 70,5% (Internet World Stats, 2014). With the rise of the continuously improving video and audio compression methods, both the illegal and legal ways of internet distributed movies gained a lot, which resulted in offering better quality with smaller file sizes to download or to instantly watch with video streaming technology (Apostolopoulos et al., 2002), which made the process of watching movies at home even more effortless.

2.2 Group dynamics and attitude

Consumer behaviour is greatly affected by their immediate environment, especially those groups that one is, or would like to be a member of (Hofmeister-Tóth, 2006). The need to identify with a group may have an influence similar to the classical choices of products or brands in the case of choosing a certain movie to watch as well. Sorting by the extent of influence coming from the group (Bearden and Etzel, 1982), movie watching can be placed in both the visible and the invisible (or hidden) consumption groups. This means that depending on whether a consumer watches a movie alone or does it with his/her acquaintances, entirely different factors may predominate in the accompanying choices: while they might prefer a certain genre and type of movie when they are together with a given group, they might prefer something completely different when they are browsing movie titles in their home, alone. Group

influence is also an important factor in the prominent method of watching movies as well. The general worth of watching a movie to a reference group – that acts like a sort of identification point – helps to decide whether to watch a new title in a movie theatre or wait for the home release. It may also determine that the primary acquisition method of a movie is a purchase or an illegal download (under the idea that a movie does not represent enough worth to deserve actual money to be spent on).

Based on the above and the fundaments of opinion leadership, there are websites that offer a service based on their huge aggregated user database (which in this case appears as a sort of really large group with a huge number of members), where – with the aid of a complex algorithm that takes all of the movie related data into account (like the various user reviews, genre classifications, the various keywords or even extra information that may be gathered from the users social network) – they are relatively accurately able to determine that given a certain user likes a particular movie, which other titles should be recommended based on that (and the aforementioned) information (He and Chu, 2010).

While attitudes are known to have a direct influence on our behaviour, the ability to react on these attitudes should be highlighted as well. Even with a positive attitude towards a movie, the individual's financial status or simply the movie's availability (as it might be disregarded by local distributors) could deny the purchase of it. In these instances the only option left for the consumer is to download it from the internet (which might appear in a specifically high number of suppletory downloads (Bodó and Lakatos, 2009)).

2.3. Online black market and piracy

In parallel with the aforementioned spread of broadband internet connection in Hungary, the traffic of download sites is growing as well. In the past couple of years the Hungarian torrent sites' user base has been constantly growing (though thanks to their private nature, the pacing is quite slow). University students especially are getting largely accustomed to file sharing, ultimately becoming more choosier consumers in the process, as they are more likely to base their value calculations and purchases around the availability of free content and previewing media via file sharing (Jones, 2002). It is clear that in the past years not paying and illegally downloading or using other free sources (as it may be observed in the proliferation of ad-supported websites offering movies among other content for completely free) instead has become the standard mean of obtaining movies, as one of the leading reasoning behind piracy is the phrase "everyone is doing it", while the physical aspect of actually owning content is no longer considered a motivator (Bothun and Lieberman, 2010).

All the while, as a previous study has pointed it out, free access to content raises the interest in cultural products, ultimately widening the industry (Oberholzer-Gee and Strumpf, 2009). Adapting to the modern culture consumption trends proves to be quite a challenging task for media industries. Currently the main idea to resolve the issue still seems to be to minimize losses (a good example would be Disney's recent halt to release Blu-ray editions in the Hungarian region) and to fight an unwinnable battle against the pirates (where even after a long and tiresome court case and the removal of

the targeted pirate site, another three will instantly fill the void it leaves behind). The challenge, however, is not unreasonable as there are multiple positive examples (like the music or gaming industry) already up and running with methods that could aid to turn the phenomenon into an advantage, by providing competitive alternates to the illegal downloads. This is where the various forms of legal online movie distribution systems could enter the picture, which however still have to overcome many obstacles ahead of them. Among these it should be highlighted that in many cases, the legal downloads' price tags are completely identical to movies that are sold in ordinary brick and mortar stores, even though the physical data carrier (together with all of the cost associated to their production) is removed from the equation (Bodó and Lakatos, 2009).

Material and methods

The quantitative research of the pilot study was conducted with the aid of questionnaires. The survey instrument took between five to ten minutes to complete, contained only closed questions, grouped into five sections, covering the respondents' movie viewing frequency, information gathering methods, movie viewing habits, attitudes and demographics.

The target group was made of movie consuming university students recruited at Szent István University, during the fall semester of 2014. The questionnaires were filled out by 112 respondents, which after the data cleansing resulted in a sample of 108. The sample consisted of 67,5% males and 32,4% females; 9,26% of the respondents were younger than 20, while the majority was between ages of 20 and 24 with 65,74%, while the rest of the respondents (categories of people aged 25 and above) were 25%. For the analysis IBM's SPSS software was used. It should be noted that because of the method and size of sampling, the study should not be considered representative.

Results and discussion

When it comes to watching movies in movie theatres, most respondents answered that they go with their friends and significant others (73% and 56%, respectively chose these options, in a question where they were allowed to choose multiple answers), while only a negligible ratio of people go alone (only 10%). These support the notion that this particular method represents some kind of community experience, or an "event", where having one's friends for the ride adds another element to the already unique feel of the movie theatre.

On the subject of movie theatres another aspect was how satisfied the respondents were with the pricing of movie tickets. The answers on the statement "I am fully satisfied with the movie ticket pricing" (on a 1 to 5 scaling, where 5 meant that they completely agree with said statement), the mean value was 2,72 with a std. deviation of 1,05 (with the majority of respondents checking the options 2 (26,9%), 3 (33,3%), and 4 (22,2%), with a variation coefficient of 0,39). This result while does not justify to state that that they are not satisfied with the current prices, it does show that they are

rather tending more for the middle ground and are actually just accepting the current pricing, they "settle" for it.

Moving on to information gathering, the participants were asked what sources of information they most commonly use to search for movies (they were allowed to mark multiple answers). The exact results can be seen in Figure 1.

*Figure 1: Percent of usage of each sources of information (%)*
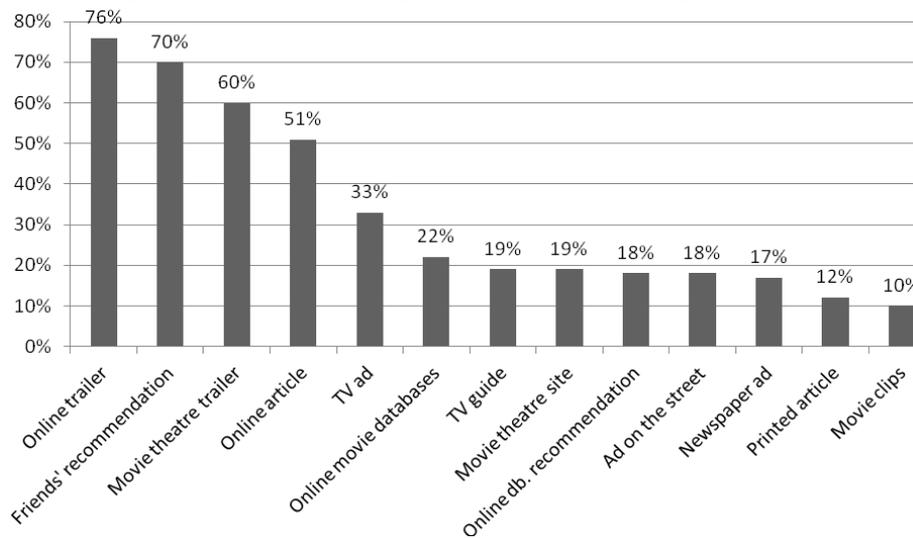
Source: Own elaboration based on the responses of the participants

While some traditionally highly regarded options like online movie databases (i.e. IMDb and the likes) and their recommendations were mostly neglected, the most popular choices were the online movie trailers (which represents how important the internet is, as movie trailers are basically just a few clicks away for everyone) and the recommendation of friends (representing the importance of group dynamics and opinion leaders). To expand on the latter, the respondents were asked, how likely it is that they recommend a movie they liked to their friends, which got the mean value of 4,56 (with a std. deviation of 0,66), highlighting the importance of word-of-mouth marketing (it should be noted however that the respondents were somewhat more reluctant to share their ill experiences, which got a mean value of 3,82 with a 1,15 std. deviation). As a semi-related subject, the respondents were also asked how they feel about movie awards (another generally highly regarded measures of quality). The results came in somewhat shocking, as the participants showed quite low interest in them, the statement about checking the list of awarded movies after the ceremony got a mean value of 2,29 with a std. deviation of 1,37 (with the majority of respondents checking the option to never actually do that with 43,5% checking option 1, with a variation coefficient of 0,6), while the one about looking up if a certain movie got any awards before watching them got a mean value of 1,88 with a std. deviation of 1,08 (again, with the majority of respondents checking the option to never actually do that with 49% checking option 1, with a variation coefficient of 0,58), which all in all

205

implies that movie awards in general are not a defining factors in the evaluation of movies.

When it came to the act of watching movies at home, the respondents had to treat all of their movie watching (conducted in their homes) as 100%, then divide that among the various methods of doing so, the exact results are shown in Figure 2.

Figure 2: Repartition of home cinema (%)
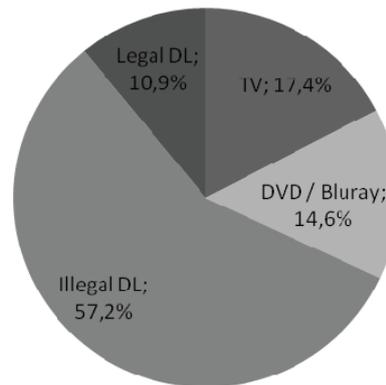
Source: Own elaboration based on the responses of the participants

The results show that home cinema is mostly (57,2%) done by pirated versions of movies, which based on previous experiences did not come as a surprise. Seemingly the ever-accessible free content is far ahead of both the "free" television-aired movies (that are continuously interrupted with ad breaks and are not necessarily aired in the right time slot for everyone) and the purchased (be it online or in a brick and mortar store) ones.

If however they were to switch to a system of legal downloading (or streaming), the most desired features would be the high quality of sound and picture (with a 88% of respondents marking this answer in a question with multiple possible answers) with comfortable and practical usability at close second (78%). This result showcases the high standards that they have gotten used to with pirated contents (as evidenced by the eviction of poor quality CAM recordings and the like from most pirate sites), though there is still room to improve for legal methods with the ease of use appearing as a possible huge advantage to pirates (where it is quite troublesome to find the right versions to watch, with possibly spending even more time to find the matching subtitles in case no dubbed audio tracks are available).

Conclusion

When it comes to the selection of movies, the main information source is the internet, primarily in the form of online movie trailers. The search for these is practically the first step that follows hearing about a new title, be it a news article from some movie related website or a recommendation that comes from a friend. The latter information source is also decisive in nature, as university students are still greatly influenced by groups and opinion leaders. This is reflected mainly in the continuous information

exchange between friends (mostly in the form of suggesting positively viewed movies to each other) and that most of them do not visit movie theatres alone. Even though this is a relatively rarer occasion to watching movies in their homes (which however is something they mostly do alone), it is best as a sort of special, event-like activity.

All the while it seems clear that university students are generally not satisfied with the current pricing of movies, though the ticket prices of movie theatres do appear as a general point of reference. In the case of home cinema, however, the high prices and subpar features turned most to illegal downloads (with a special mention to the seemingly free television as another movie viewing platform, which is plagued by the constant disruptions of ad breaks and the strict schedule of TV stations, that may differ from the viewers personal preferences, all in all pointing out that time allocation is a very highly regarded resource as well).

In the case of legal downloads it seems natural to lower the prices of individual movies, as they are missing many costly elements that come from the physical nature of the traditional distribution of movies, like manufacturing, transporting, storing etc. - costs (as after purchasing the right for online download, to give access to the content the providers' only concern is the cost of the bandwidth (which gradually rises as they reach for higher revenue)). All the while they should focus more on improving the qualities and accompanying features of their systems, working towards the goal where it truly is "by a click of a button" to watch any movie legally.

Future studies with higher sample sizes should consider more deeply the reasoning behind why university students might still prefer the illegal methods to obtain movies when legal alternatives are presented as well (apart from pricing) and what other not yet implemented and tested features could be desired by them (that could elevate the home cinema services above piracy as it did in other industries). Additionally, to examine the reasons behind their behaviour and view on the general worth of movies, lifestyle and general attitude towards movies (and other forms of related media) should be taken into consideration.

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3.6. DEVELOPING A GROWTH POLE: THEORY AND REALITY

Summary
In this article there will be presented the concept of growth pole and analysed also the necessity of creating such growth pole at regional level. There will be presented different opinions related to this concept and also examples of growth poles that are functioning and which can be considered as reference point for developing growth poles in Romanian regions. In the second part of the article we will present the benefits of creating a growth pole in the Center Region that will include two cities, respectively Alba Iulia and Sebeş.

Keywords: growth pole, economic development, regional development, sustainability, industrial and logistic parks

Introduction

Considering the present evolution of regional development all over the world, there is a concept that is pointed out from the experience of different regions, namely growth pole. As a general and exhaustive definition, based on the analyse of the definitions given by different experts in the field, a growth pole is: (1) a point of economic growth; (2) a central location of economic activity; (3) a point where economic growth starts and spreads to surrounding areas; (4) an urban location where economic activity ignites growth and better quality of life in the urban periphery. This is a general definition that supposes a strong relation between growth poles, economic growth and urbanization, as well as potential interaction effects that occur.

Literature review

The concept of growth pole was used for the first time by Francois Peroux in 1949. His work focused on this topic analysed especially the economic aspects of the growth poles. But the opinion of the researchers in this field regarding the growth poles are not in consensus, especially if there is considered the activity area of the authors. So there are different points of view regarding the growth poles coming from economists, geography experts or territory development experts. The intuitive notion of growth poles identifies a growth pole as an industry or perhaps a group of companies within an industry. At an extreme a growth pole might be a single firm or it might be a group of industries. Perroux, however, defined growth poles in terms of what he called abstract economic space. In his opinion, this abstract economic space can be of three types: an economic plan, a field or force of influences and a homogenous aggregate.

Analysing the regions developed all over the world, we have to consider the concept of growth pole as one of the key elements that contributed to the development of these regions. According to the Oxford Dictionary, poles are usually urban locations, benefiting from agglomeration economies, and should interact with surrounding areas spreading prosperity from the core to the periphery. Observation of naturally occurring growth poles has inclined planners to create new growth poles; the best-known attempt at creating growth poles took place in the Mezzogiorno (south) of Italy, with industrial complexes planned at Taranto and Bari. Such artificially created growth poles, as in France, have not stimulated regional development as much as was hoped. Monsted (1974) and Parr (1999) agree that the widespread use of the growth pole concept is reflected in the number of conferences and publications on the subject, as well as the apparent positive outcome of its application in developed countries in Western Europe (Mandala Gantsho, 2008).

The main idea of the growth poles is that economic development or growth, is not uniform over an entire region, but instead takes place around a specific pole. This pole is often characterized by a key industry around which linked industries develop, mainly through direct and indirect effects. The expansion of this key industry implies the expansion of output, employment, related investments, as well as new technologies and new industrial sectors. Because of scale and agglomeration economies near the growth pole, regional development is unbalanced. Transportation, especially transport terminals, can play a significant role in such a process. The more dependant or related an activity is to transportation, the more likely and strong this relationship.

Figure 1. Representation of growth pole

Source: http://people.hofstra.edu/geotrans/eng/ch2en/conc2en/growthpoles.html
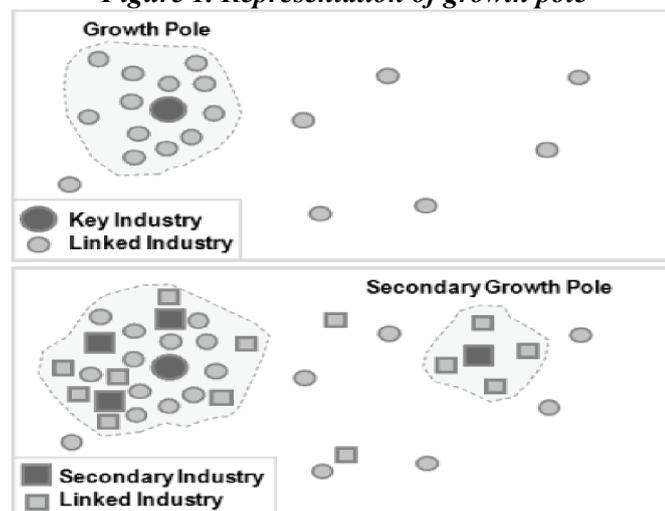
At a later stage, the emergence of a secondary growth pole is possible, mainly if a secondary industrial sector emerges with its own linked industries (This is the main idea developed in *The Geography of Transport Systems,* formally known as *Transport Geography on the Web*, which represents a project that has been ongoing since 1998, Project Director Dr. Jean-Paul Rodrigue, Professor with the Dept. of Global Studies & Geography, Hofstra University, Hempstead, New York, USA).

Regional development based on growth pole strategy became popular in developing countries in the 1960's, mostly in Latin American Countries, with national governments filled with optimism about its benefits for economic growth and social progress (Angotti, 1998). Ironically by the 1970's, the interest in the growth pole concept in developing countries had dwindled, after its application failed to record the anticipated outcome (Gilbert, 1974; Conroy, 1973; Moseley, 1973).

The discussion on definitions of the growth pole and literature review identified five key factors as influencing growth at these centers. Firstly, there should be a proven economic base, which can sustain growth through exploitation of local natural resources. Raw materials like minerals whose exploitation might trigger a chain reaction as more economic activities move in to take advantage of the natural resource base (Manyanhaire, Mhishi, Svotwa and Sithole, 2009). This gives space to a second characteristic of the existence of high potential for the development of substantial forward and backward linkages with the surrounding hinterlands. The third factor has to give attention to the availability of adequate resources, both physical and human to sustainably feed the growth pole. These centers also have the potential to facilitate the process of industrial decentralization by providing alternative but viable investment opportunities. Lastly, they are established in places where there is already some potential for economic growth and the role of government being to stimulate and support this potential until the process of economic growth becomes sustainable and equitable.

In Romania, the necessity for developing growth centers is included in the Operational Regional Program for 2007–2013 and it is based on regional development law (Law no. 151/1998), modified through Law no. 315/2004, respecting the European Commission Regulation no. 1059/2003. So, according to these regulations in order to have an equilibrium development, the cities that are the county residence should be used as social and economic development engines, representing in fact the definition of growth poles. In the same time, the effects of the agglomeration of small and medium cities from the preponderant rural areas can be used if these effects were proven. The objective of the Operational Regional Program 2007–2013 is to support an equilibrate economic and social territorial development, corresponding to the regional needs and resources, using the growth poles and developing the infrastructure and the business environment for increasing the attractiveness of the Romanian regions for investors, tourisms and also for their inhabitants.

So, considering all these aspects, as it follows we will try to present, from our point of view the idea and also the necessity of creating a growth pole in the region Alba and Hunedoara County, concentrated on the present cities of Alba Iulia and Sebeş.

Growth pole Alba Iulia – Sebeş – Concept description

Alba Iulia – Sebeş is an entity that does not exist today but, certainly there will be in the future. The sooner this entity will be establish the sooner the effects for both Alba Iulia and the Sebeş will be visible. There is a window of time about one year, very short, to convince the two cities' population of the need of their fusion with the preservation of their heritage. To these two cities it has to be added the villages of

Ciugud and Pianu in the minimal variant, and in the optimal variant the villages Ighiu, Sântimbru, Cricău, Galda de Jos, Stremţ, Mihalţ, Daia Română and City Teiuş.

This fusion is very important both for its future localities component but also for the future of Alba County, which in the perspective of 2013 will have profound transformations, being possible to disappear in one alternative, or to become an administrative unit of an administrative region of which center will be in a bigger city in another alternative, or to become a coagulation center of a region with the capital in this area in an optimum alternative (optimum, from our point of view). To accomplish such a goal there is need to involve all stakeholders in the area, to harmonize their individual aims and to show them that this is the right to act in this period and also the right thing to do for developing this community, community to which they belong also.

Description of present situation

The thirteenth administrative units that will be the component elements of the new growth pole that we are proposing are particular through the following statistic data: (1) Alba Iulia has a surface of 104 square km and a population of 68,181 inhabitants at July 1st 2010 being rank as 37th place in the 41 capitals of the Romanian counties, being surpassed even by cities that are not county capitals such as Hunedoara and Bârlad. The city evolution after 1990 is characterized through the following important data: at the census in 1992 the city had a population of 71,168 inhabitants that decreases to 66,404 inhabitants at the census in 2002 and recorded a minimum of 66,000 inhabitants in 2006, since the population started to increase slowly to the level of 68,181 inhabitants. Alba Iulia has been ranked as 39 from the 41 county capitals until appeared Ilfov County, which shows that Alba Iulia as county center did not succeed in polarizing the county as it could be, the report between the county center and the following city in the county being 1/2.3; (2) Sebeş has a surface of 116 square km and a population of 28,911 inhabitants at July 1st 2010 being rank as 80th place in the cities of the Romania. The population of Sebeş was in 1992 of 29,754 inhabitants decreasing to 27,754 inhabitants in 2002 and recording the lowest level in 2006 of 27,000 inhabitants since the population started to increase slowly to the level of 28,911 inhabitants; (3) Village Vinţul de Jos has at July 1st 2010 a population of 5,388 inhabitants and a surface of 85 square km; (4) Village Ciugud has at July 1st 2010 a population of 2,817 inhabitants and a surface of 44 square km; (5) Village Ighiu has at July 1st 2010 a population of 6,567 inhabitants and a surface of 128 square km; (6) Village Sântimbru has at July 1st 2010 a population of 2,981 inhabitants and a surface of 44 square km; (7) Village Galda de Jos has at July 1st 2010 a population of 4,852 inhabitants and a surface of 90 square km; (8) Village Cricău has at July 1st 2010 a population of 2,190 inhabitants and a surface of 51 square km; (9) Village Stremţ has at July 1st 2010 a population of 2,583 inhabitants and a surface of 69 square km; (10) Village Pianu has at July 1st 2010 a population of 3,469 inhabitants and a surface of 115 square km; (11) Village Mihalţ has at July 1st 2010 a population of 3,429 inhabitants and a surface of 65 square km; (12) City Teiuş has at July 1st 2010 a population of 7,458 inhabitants and a surface of 45 square km; (13) Village Daia Română has at July 1st 2010 a population of 3,098 inhabitants and a surface of 30 square km.

Growth pole Alba Iulia – Sebeş – Solution for regional development

So, considering all these statistic data the total surface of the future growth pole of Alba Iulia – Sebeş will be of 986 square km and the population of 141,900 inhabitants. The new city will be ranked on 18th place after Târgu Mureş and before cities like: Baia Mare, Botoşani, Satu Mare, Piatra Neamţ, Râmnicu Vâlcea, Suceava, Drobeta Turnu-Severin, Târgovişte, Târgu Jiu, Focşani, Tulcea, Reşiţa, Hunedoara, Bistriţa şi Deva.

Considering the new administration structure will need 50 local counselors less, 5 mayors less and 5 vice-mayors less also, that will led also to savings to the local budget. Considering the other earnings from this project we can point out the following: (1) creating a growth pole at supra-regional level with increased attractively for Alba and Hunedoara Counties, which in 2030 will have approximately 160,000 inhabitants in the average alternative slowing the population decreasing process in Alba County; (2) access to A1 highway and 4th European Road Corridor; (3) access to 9th European Railway Corridor; (4) possibility of modernizing the railway stations from Coşlariu and Vinţu de Jos for freight and passengers; (5) possibility of developing at the intersection of A1 highway with the express road Sebeş – Alba Iulia – Turda a large logistic park for Central Transilvania in the area of Cluj-Napoca, Târgu Mureş and Bistriţa due to the fact that the A3 highway will be finished, at present speed of building, in approximately 20 years; (6) building the airport Alba – Hunedoara at Pianu de Jos or Şibot – Aurel Vlaicu; (7) developing as industrial park the area Sebeş – Vinţul de Jos; (8) developing as industrial par also the area of Galda de Jos – Oiejdea – Sântimbru; (9) developing as residential areas the villages Ighiu, Cricău, Ciugud and Vinţul de Jos; (10) developing as recreation areas the following locations: Ighiel, Galda de Sus – Poiana Gălzii, Pâclişa – Pârâul lui Mihai, Pianul de Sus – Strungari – Recea, Mamut Mountain, Ţelna – Cricău – Piatra Crăivii; (11) developing the superior education programs in Sebeş for military units; (12) cultural development of the future city by establishing the Drama Theater in Lancrăm, the Opera and Symphonic Orchestra in Alba Iulia; (13) increasing the prices of real estate between 30% and 100% depending on the area; (14) creating approximately 7,000 new jobs in the industrial and logistic parks and over 1,000 new jobs in commerce and services; (15) attracting foreign direct investment in industrial and logistic parks in Sebeş, Coşlariu and Vinţu de Jos; (16) strong polarization of Alba territory beyond Aiud, Blaj, Cugir, Zlatna from Alba County and Geoagiu – Orăştie from Hunedoara County and reviving the areas of Trascău (Zlatna Town and villages Râmeţ, Ponor, Mogoş, Întregalde, Meteş, Almaşu Mare) precum şi a celei mai disadvantaged area from the Center Region and the Secaşelor Plateau including the villages: Berghin, Ohaba, Roşia de Secaş, Şpring, Doştat; (17) developing a strong commercial area between Alba Iulia and Sebeş at Lancrăm – Trei Poduri; (18) developing together with "1 Decembrie 1918" University of Alba Iulia and the Chamber of Commerce and Industry of the Alba County and exhibition complex; (19) developing a techno pole in the area of Refractara in Alba Iulia.

Conclusions regarding the organization and functioning of the growth pole

The new city will be organized administratively on sectors with elected mayors, vice-mayors and counsellors of the sector, each sector having at least 5,000 inhabitants and a surface of minimum 100 square km. From our point of view, there could be established the following sectors: (1) Sebeş Sector with a surface of 116 square km and a population of 28,611 inhabitants; (2) Alba Iulia Sector with a surface of 104 square km and a population of 68,161 inhabitants; (3) Ighiu Sector with a surface of 128 square km and a population of 6,567 inhabitants; (4) Galda de Jos – Cricău Sector with a surface of 141 square km and a population of 6,757 inhabitants; (5) Teiuş – Stremţ Sector with a surface of 114 square km and a population of 10,041 inhabitants; (6) Sântimbru – Mihalţ Sector with a surface of 109 square km and a population of 6,410 inhabitants; (7) Ciugud – Daia Română Sector with a surface of 74 square km and a population of 5,915 inhabitants; (8) Vinţul de Jos – Pianu Sector with a surface of 116 square km and a population of 28,611 inhabitants.

Regarding the management of the new city, it will be needed of a Common Hall elected with a representation of one counsellor to 5,000 inhabitants with vote right, with circumscriptions organized on sectors. There will be also the 8 mayors of the sectors and the mayor of the new city elected directly, which will have also the status of a counsellor. The City Hall and the Sectors Hall will have proper administrative structure which will be dimensioned related to the attribution given by law, by city status and the decisions of the Common Hall. In order to harmonize all interests, including the political one, there is necessary to form a supporting committee for developing the concept, which will include experts from all fields of activity.

Considering the separation of attributes and tasks in the future administrative organization, the city and the sectors will have distinct responsibilities. As a proposal regarding these attributions, they could be separated as it follows:

a) For the city: (1) territory organization of the city: cadastre, city planning, localities network, city road, water network, sewerage, electricity, gas, investments and projects; (2) population and housing: population evidence on inhabitants and localities, marriages and divorces, unemployment, young and old population, population's incomes, policy for housing; (3) economic and territorial development of the city: the Chamber of Commerce and Industry of the City, city marketing, administration of the industrial and logistic parks, cluster development and monitoring, investment attraction, services for companies, Chamber for Agriculture of the City, City Forest Hall; (4) supporting the educational system through high-schools, professional schools, universities, research, innovation, competition with other cities, culture and local heritage, sport; (5) services for population: health, social assistance, transportation between localities, recreation activities; (6) urban: person's safety, quality of housing, air, water, soil and subsoil pollution, social groups' safety, local justice; (7) city budget: taxes and payments, collecting, monitoring, planning and execution of the sectors' budgets.

b) For the sectors: (1) organizing the territory of the sector: urban planning, detailed planning, authorizations, vacation houses, discipline in constructions; (2) services of population evidence: marriages and divorces, unemployment, young population, old population, population's incomes, policy for housing; (3) road maintenance, local

transportation, sector network of water and sewerage maintenance; (4) education: nurseries, kindergartens, gymnasium education, medical services for family, medical center, sector library, cultural centers and sectors clubs; (5) budget: city and sector tax collector, execution, control and report of the payments, approvals of payments; (6) urgent, risks and natural disaster situations' management; (7) administration of forests in the property of sectors hall and the citizen according to the legal norms and administration of sectors' fields.

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Katarzyna TRACZ-KRUPA

3.7. HUMAN RESOURCE DEVELOPMENT WITHIN THE OPERATIONAL PROGRAMME KNOWLEDGE EDUCATION DEVELOPMENT

Summary

The subject of this article is the main instrument of the European Communities social policy, i.e. European Social Fund (ESF) in the new 2014-2020 perspective. The main purpose of the publication is to present new challenges for human resource development for Poland in the new Operational Programme. At the beginning, the European Social Fund was presented in certain phases of growth. Then the concept of human resource development is explained. In the further part, the new programming period 2014-2020 is described. The last part discusses the Operational Programme Knowledge Education Development (OP KED) responsibility for all ESF interventions in Poland in 2014-2020 and it lists the challenges for Polish human resource development. Considerations of the paper are based on the review of Polish and foreign literature studies from the field of the European Social Fund and development of human resources.

Keywords: European Union, European Social Fund, human resource development, Poland.

Introduction

For many years a growing interest in the EU funds has been noted. The funds could be obtained for widely understood investments in human capital. This is shown not only by the growing number of implemented EU projects, but also by the increasing number of different types of institutions that use the funding from the European Union. Poland, being a full-fledged member of the Union, has also become a recipient of the financial assistance, which serves the implementation of the European cohesion policy. A fundamental instrument of social policy of the European Communities, whose intervention aims are long-term and long-range, consisting of investment in human capital linked to the improvement of competitiveness of regions and growth of entrepreneurship, is the European Social Fund. It is an instrument of the modern human resource development policy with a focus on contributing to achievement of socio-economic cohesion.

Poland, in the first programming period 2004-2006, received 12,8 billion Euro, which represented more than half of the EU funds for the ten new Member States. For implementation of operations in the framework of the European Social Fund Poland received 2,043 billion Euro, of which 71% was dedicated to implementation of the Sectoral Operational Development Programme of Human Resources. In the financial perspective for the period 2007-2013 Poland with the amount of 68 billion Euro

became the largest beneficiary of the EU funds among all the Member States of the European Union. A programme that took the whole intervention within the framework of the European Social Fund (ESF) in 2007-2013 is the Human Capital Operational Programme (HC OP), implementation of which would cost 11,429 billion Euro. In the newest period 2014-2020, Poland will receive 82,5 billion Euro from the cohesion budget. As a result of decentralization of the European Social Fund in Poland in the years 2014-2020, 72% of this Fund will be assigned to the regional operational programmes, and 28% to the Knowledge, Education and Development Operational Programme- KED OP (Ministry of Infrastructure and Development, 2014). ESF allocation into the KED OP will make 4.166,8 billion Euro and 252, 4 million Euro within the framework of the specific budget line for the *Employment of Young People Initiative*. In this context, a question arises about the importance of the European Social Fund as an instrument of human resource development. Thus, the main subject of interest in this article is the European Social Fund (ESF), and the main purpose of this article is to present human resource development within new Operational Programme in the 2014-2020 period.

The structure of this article is to smoothly reach its aim. At the beginning, the European Social Fund was presented in certain phases of growth. Then, the concept of human resource development is explained. In the further part, new programming period 2014-2020 is described. The last part indicates the Operational Programme Knowledge Education Development (OP KED) responsible for all ESF interventions in Poland in 2014-2020 and it lists the challenges for Polish human resource development. Considerations of the paper are based on the review of Polish and foreign literature studies from the field of the European Social Fund and development of human resources.

European Social Fund - the phases of growth

The European Social Fund (ESF) is one of the five European Structural and Investment Funds (ESIF). The European Social Fund (ESF) was created in 1958 on the basis of the European Economic Community Treaty as the first structural fund of the European Communities (European Commission, 1958). In the initial period the ESF was to increase the chances of obtaining work in the community by promoting employment and increasing the mobility of workforce. Starting in the sixties, the ESF has evolved many times adjusting to the changes in the economic and social cohesion policy and according to the broader social policy of the EU that mainly concerned employment (Grewiński, 2003).

From the very beginning of the functioning the Fund focused on the creation of mechanisms to support development of the labour market. The original idea was to support the national labour market policies. On the basis of the subsequent reforms the actions of ESF began to incorporate the transnational objectives (Kubisz, 2001). To a large extent the role of the Fund resulted from the establishment of the European Regional Development Fund (ERDF) in 1975, which took over the tasks related to the promotion of economically backward regions (Auleytner, 1997).

The years 2000-2006 were a new activity period for the ESF. Its entire potential was joined on the level of all Member States in order to implement the priority tasks of the European Employment Strategy. The fundamental pillars of the Strategy were: improvement of employability, development of entrepreneurship, improvement of adaptability of businesses and their employees (Zarębski, 2010). The ESF was to support the Member States of the European Union in the field of implementation of modern, active employment policies and the systems aimed at providing financial support for the up-skilling of workers (Sobotka, 2001).

On the basis of Regulation 1784/1999/EC of the European Parliament and of the Council of Europe on 12 July 1999, *the Fund shall support actions oriented to prevent and counteract the unemployment and to develop the human potential and social integration of the labour market, to promote the growth of employment, equal opportunities for men and women, harmonious and sustainable development and economic and social cohesion. The Fund shall support actions within the implementation of the European Employment Strategy*. The European Social Fund is therefore a fundamental instrument of the structural policy of the European Union, which is to serve the implementation of the employment policy and development of human resources.

Theoretical concept of employee development and human resource development

For the clarity of considerations presented in this article, it is necessary to explain the key concepts such as employee development and human resource development. In Polish literature on the subject there is no agreement as for the one, common definition of the concept human resource development (HRD) or employee development. The term employee development was defined by T. Listwan as one of the first Polish researchers. According to Listwan it is *the process of preparation to carry out tasks and occupy positions of greater complexity and responsibility* (Listwan, 1998). A. Pocztowski on the other hand clarifies that employee development is the *intentional configurations of knowledge enrichment ventures, abilities development, shaping the values, attitudes, motivation and skills, as well as taking care of physical and mental health of those carrying out the work, which measures lead to the increase of its efficiency and the market value of human resources* (2013). H. Król understands employee development as *a group of activities in the field of knowledge enrichment, development of skills and abilities, development of motivation and physical and mental health of employees, which should lead to the increase in their personal human capital and the value of organizational capital* (2006). The above mentioned examples reflect the narrow approach to HRD in which development is treated as an element of human resource management.

Different point of view holds J. Strużyna who considers human resource development as a concept which is tightly linked to the subject of human resource management, yet it is not equivalent. According to the researcher human resource development, has exceeded the traditional functions of human resource management and entered the field of a specific type of management style (OD) (2008). Through the review of foreign literature Strużyna argues that HRD developed simultaneously with human

resource management, creating three main research areas: organizational development, career development, and training and employee development. It is the exemplification of a broad approach to development of human resources.

In the English literature there are two terms regarding the above described development of human resources: employee development, which is equivalent to a narrow approach to employee development (Garavan et al., 2008, p. 615) and human resource development (HRD), which reflects the broader definition of human resource development (Garavan, Costin & Heraty, 1996). The author of this article, pointing to the challenges of the new programming period 2014-2014, included both the narrow and the wider context of human resource development.

New 2014-2020 programming period in the European Union - main areas of support

In 2014-2020 European Union will have allocated more than 80 billion euro into the European Social Fund. Its allocations amount to 24.8% of the Structural Funds budget. The minimum share that has been introduced for the first time in 2014 effectively marks the end to the gradual decrease of the ESF share for the past 25 years. 18 Member States have decided to allocate additional funds to the ESF beyond the minimum share.

In the financial perspective for the period 2014-2020 the legal basis for the ESF is provided by Regulation No 1304/2013 of the European Parliament. The main tasks of the ESF in current period consist of support of the following priorities:

1. promoting employment and supporting labour mobility;
2. promoting social inclusion and combating poverty;
3. investing in education skills and lifelong learning;
4. enhancing institutional capacity and efficient public administration.

Within the tasks of the first Priority, the ESF will support organizations around the EU to put in place projects focused on training people and helping them obtain employment. Initiatives supporting entrepreneurs with start-up funding and companies that need restructuring or lack qualified workers will also be financed. Helping young people enter the labour market will be the top priority for the ESF in all EU countries. Within this Priority a great emphasis is placed on combating youth unemployment. A special action - *Youth Employment Initiative* has been thus introduced. This will help young unemployed lacking education or training in regions where youth unemployment rate is above 25%. At least €6.4 billion will come as support of Member States to guarantee putting the youth program into practice.

The second Priority relates to the social inclusion, which is strongly connected with employment as the most effective way of giving people independence, financial security and a sense of belonging. The ESF will continue to finance many thousands of projects that help people in difficulty and those from disadvantaged groups to get qualifications and jobs and have the same opportunities as others. At least 20% of the Fund has been allocated to social inclusion, which will mean that the underprivileged will get more support to guarantee them equal opportunities with others and to integrate into society.

The Priority number three is equal to better education. Across the EU the ESF is financing initiatives to improve education and training and ensure young people finish their education and get the skills that make them more competitive on the job market. Reducing school drop-out is the main concern here, along with improving vocational and tertiary education opportunities.

The last Priority emphasizes stronger public administration. The ESF will support Member States' actions to improve the quality of public administration and governance and so support their structural reforms by giving them the necessary administrative and institutional capacities.

Polish European Social Fund Operational Programme in 2014 - 2020

Member States transfer the objectives included in the documents of the EU onto the local ground in the form of relevant entries in the National Strategic Reference Framework (NSRF) and Operational Programs (OP). Operational Programmes (OP) break down the overarching strategic objectives agreed in the Partnership Agreement into investment priorities, specific objectives and further into concrete actions.

In the 2014-2020 perspective the whole intervention of ESF will have been taken over by the Operational Programme Knowledge Education Development (OP KED) and the Youth Employment Initiative (YEI), whose total value amounts to EUR 4.689 billion of which EUR 4.436 billion is from the EU budget including EUR 252 million from the Youth Employment Initiative. They contribute to addressing the key challenges which Poland faces in the fields of employment, social inclusion, health, education and public administration**.** This Operational Programme will support measures in line with the priorities of the Europe 2020 Strategy to guarantee smart, sustainable and inclusive growth. Furthermore, it will directly support interventions addressing the challenges outlined in the Country–Specific Recommendations. This ensures investments particularly in the integration of the young people labour market with a focus on vocational education and training and on participation of women in the labour market. Investments will cover the following main areas:

- promoting sustainable and quality employment and supporting labour mobility;
- promoting social inclusion and combating poverty;
- investing in education, skills and lifelong learning;
- enhancing institutional capacity and efficient public administration.

The main beneficiaries of the planned actions are: central government bodies, territorial self-government bodies and municipalities, courts and judiciary institutions, social partners and relevant civil sector organisations. The OP will focus on systemic measures at national level and will be complemented by regional OPs, which will provide complementary individual support (Ministry of Infrastructure and Development, 2014).

The Knowledge Education Development Operational Programme consists of 6 Priorities, at both central and regional levels, within which the institutions managing the individual priorities announce competitions for funding activities aimed at investment in human resources.

Allocations for particular Priorities within the framework of the Knowledge Education Development Operational Programme are presented in the Table 1.

Table 1. Allocations in the framework of the KED Operational Programme

Priority	Allocation (million EUR)
I.Youth on the labour market	*1 757*
II.Effective public policy for labour market, economy and education	*739*
III.Tertiary education for economy and development	1056
IV.Social innovations and cross- border cooperation	670
V.Healthcare assistance	301
VI.Technical assistance	164

Source: Ministry of Infrastructure and Development, 2014

One of the major challenges connected with the field of human resource development which Poland has to face in the current programming period are:

Undertaking long-term development activities by the SME sector. The research conducted by PARP (Polish Agency for Enterprise Development) indicates that only 12% of enterprises in Poland have development strategy (PARP, 2010) and 26% of medium-sized enterprises have a strategy for human resource development. The above factors affect the generally low demand for developing services by the SME sector, which in turn influences the low rate of working adults' participation in lifelong learning. Therefore, effective use of the EFS funds for employee education and training on the regional level requires implementation of educational actions addressed to management staff and owners of enterprises. The actions shall be preceded by a complex analysis of development needs and should be carried out with an active engagement of social partners.

Implementation of complex solutions based on demand approach allowing for quality assurance and monitoring of the services offered by training institutions. Investment in human resources is conducted by constantly the same and limited group of SME. The results of studies show that the policy of human resource development in SME should on one hand, make easier access to training for the enterprises which want to invest in their staff and on the other hand, it should increase the level of demand for development services of enterprises which so far have not been interested, do not see such need nor are they aware of such services benefits which in fact are directly linked to their development. The above measure should take into account both microeconomic dimension (improvement of the company's competitive advantage as a result of investment in human resources) and structural - macroeconomic (generating demand for development of development services characterized by adjustment ability to the structural changes in the economy). In this context it is necessary to introduce comprehensive solutions, enabling assurance and quality control services provided by training institutions.

Making equal access to lifelong learning for adults, including those with low skills. Poland among other European Union countries is negatively distinguished by the adults' low level of qualification and engagement into expanding and filling qualifications after completion of formal education. The percentage of people aged 25-64, participating in formal and informal education in Poland equals 21% and that is lower by half compared to the 41% average for the OECD countries. As much as 68% of workers indicate that they do not see the need for their professional qualifications advancement. The increase of adult participation in education (including those with low skills) and strengthening education and vocational counselling (development of tools, preparation of personnel, online support system), as well as development of the offer of schools in the local community (especially in rural areas and small towns) addressed to adults have therefore become the major challenges in this area.

Support of cooperation between universities and businesses, strengthening the pro-employment role of higher education. In Poland, the percentage of people aged 30-34 who completed higher education is among the highest in Europe, at the level 40.5%. Higher education is an asset on the labour market. The percentage of unemployed graduates with higher education equals 22% and is significantly lower compared to the group of vocational schools graduates at the level of 48.3% or general secondary schools alumni amounting to 49%. Yet, the room for improvement is visible in the area of adaptation of higher education to the needs of the labour market and employers. Thanks to the implementation of the National Qualifications Framework for Higher Education, the higher education institutions restored autonomy to create educational programs. It is therefore necessary to strengthen the involvement of employers in the education process and the implementation of high-quality internship programs. Accurate identification of market needs and actions aiming at assistance in contact of students with employers can contribute to reducing the significantly long period of undertaking work immediately after graduation. With respect to this matter, especially academic career offices and other institutions within the environment of universities should be taken advantage of (Ministry of Infrastructure and Development, 2014).

Conclusions

Studies on the literature of the subject suggest the growing importance of the European Social Fund as an instrument of human resource development. For the 2014-2020 programming period the following results will have been expected:
- the most disadvantaged persons in an especially difficult situation on the labour market will have a greater chance to actively enter the labour market;
- ESF funds will contribute to reduction in the level of unemployment, to support youth employment and creation of micro-enterprises;
- owing to the ESF interventions people on the labour market and those entering it will have the skills matching to a greater extent the needs of employers;
- interventions undertaken by the ESF will improve conditions for running a business, including enhancement of the business environment of enterprises and improvement of strategic management quality.

223

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AUTHORS

Human capital is one of the most important assets of organizations. This book gives answer for the question how to manage human capital and human resource in contemporary organizations and how to prepare organizations and individuals for the challenges of our time. The latest results of the international group of authors provide a set of tools for employee development and outline the main questions of the society and individuals in the 21st century.

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This book is a special mixture of human resource topics; it encompasses different areas related to human resource and social questions: human resource management and human resource development issues, new tools of education and special features of certain groups of the society. The book is a valuable reading for everyone who is interested in social processes and who intends to find the best solutions in human resource management.

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The book "Management, Organizations and Society" is a valuable collection of studies in social and management sciences. The authors' works give insight into the most important driving forces of social processes, their institutional background and they describe some practical implications as well. This monograph is a unique result of the international collaboration of our partner universities, which may be used for additional researches and in implementing new educational practices.

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