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Wydawnictwo
Wyższej Szkoły Bankowej



Recenzenci

prof. nadzw. dr hab. Łukasz Sułkowski
prof. nadzw. dr hab. Grażyna Osbert-Pociecha

Rada programowa

prof. zw. dr hab. Maria Cieślak, prof. zw. dr hab. Stefan Forlicz,
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Redaktor Naukowy

prof. nadzw. dr hab. Czesław Zajac

Sekretarz Naukowy

dr Adam Hetmańczuk

Projekt okładki

Jan Ślusarski

Redaktor

Marek Kaszewski

Kopiowanie i przetwarzanie w jakiegokolwiek formie
wymaga pisemnej zgody Wydawcy

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WYDAWNICTWO
WYŻSZEJ SZKOŁY BANKOWEJ

al. Niepodległości 2, 61-874 Poznań
tel. 61 655 33 99, tel./fax 61 655 33 97
e-mail: wydawwsb@wsb.poznan.pl, dzialhandlowy@wsb.poznan.pl
<http://www.wydawnictwo.wsb.poznan.pl>

Skład i łamanie: Maciej Komorski, Poznań, tel. 519 150 363
Druk i oprawa: ESUS Druk cyfrowy



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Summaries

Dominika Bąk-Grabowska

Flexible forms of employment contract in the light of *stakeholders'* conception

This article emphasizes the differences between the expectations of entrepreneurs and task performers (including workers) in the case of the flexible employment. Some forms of employment contracts such as temporary employment and contingent employment of independent contractors have been analyzed. The analysis was provided under assumptions of *stakeholders'* concept.

Jan Budka

Costs of labour versus level and structure of employment

The author emphasizes the significance of costs of labour in formation of level and structure of employment. Some general methods for employment decision making are discussed, especially a method of centralized formation of level and structure of employment. A scheme for systemic analysis of labour costs profitability index is also presented, together with a case study based on a real enterprise.

Anna Cierniak-Emerych, Piotr Napora

Choosing forms of employment at non-public health service institutions

The need to extend and disseminate flexible forms of employment is addressed, as it relates to organizations operating in the European Union's market. A special consideration was given to the motivation of flexible employment forms applied at Polish non-public health service organizations (NZOZ). The paper is based on empirical studies conducted on the sample of ten NZOZ providers in the region of Lower Silesia.



Agnieszka Furmańska-Maruszak

**Wage- and non-wage labour costs versus employment decisions
of an entrepreneur**

This paper analyses labour costs as an important determinant of labour demand. Hiring decisions of a company depend on wage costs and also on non-wage labour costs generated by social security contributions, employment protection legislation, minimum wage regulations, and the degree of unionization in a country. Consequently, the labour costs are not a pure market category, but depend also on a number of institutional factors. The study shows that high payroll taxation discourages entrepreneurs from employing more workers. Moreover, employers are more interested in introducing flexible forms of employment which helps them to reduce labour costs. This brings both economic and social consequences that have been presented in the paper.

Anna Kochmańska

**Training philosophy as an element of the corporate culture in modern
organizations**

The main aim of the article is to present the relationship between corporate culture and training philosophy. Ability to get new qualifications is one of the most valuable and desired values among employees of modern companies. The training system fulfils many functions in an organisation. Most of all, it is a strong motivational drive. Moreover, the professional training causes that people are more and more involved with the company and increases the stability of organization in the time of crisis. As a result it allows to gain an advantage over competition. That is why the training system is a crucial element of the corporate culture and significant instrument of management of human resources.

Katarzyna Kulig-Moskwa

Corporate volunteering as a form of Corporate Social Responsibility

This article deals with corporate volunteering in the context of Corporate Social Responsibility. The phenomenon of corporate volunteering has been discussed in following areas: nature, practice, benefits and conditions of development. All discussed issues are based under Polish circumstances.



Beata Majecka

The phenomenon of learned incompetence of behaviour in contemporary organizations

The paper deals with a phenomenon of learned incompetence of behaviour which persists in many contemporary organizations. It is traditionally associated with great organizations, mainly offices. But it seems that the modern business organizations are not free from the pathology of organizational behaviour. The paper presents symptoms and causes of learned incompetence of behaviour, and puts forward some ways of coping with this phenomenon.

Izabela Marzec

The use of mentoring to encourage organizational commitment

Human capital becomes a factor deciding about the success of organizations in the demanding and changing market. Contemporary organizations search for such techniques and instruments of employee development, which not only allow their competences to develop but also the level of organizational commitment to increase. In this context many researchers point out to the importance of mentoring for the enhancement of organizational commitment. This paper tries to answer the question: in what way does mentoring contribute to the increase of organizational commitment of employees in Polish organizations. This aim will be reached by presenting the results of empirical research concerning organizational commitment and relationships between mentoring and organizational commitment.

Lech Miklaszewski

Trust as a motive of the confrontation of organizational cultures in investment companies

The paper presents the role of the trust within an organization and its influence on the success in the economic and social dimensions. Trust has been considered as a necessary condition of an effectiveness of investment companies and as a goal of seeking for a new paradigm in the management of investment companies. Confrontation of two different organizational cultures of investment companies has been used as an example of the role of trust in the process of management of an organization. It has been also underlined that trust despite of cultural differences is the important social glue within organizations strongly influencing their success.



Mieczysław Morawski

Changes in the management of experts in a large pharmaceutical company

The knowledge-oriented enterprise has to create a work environment that is suitable for experts. This will permit to accelerate the emergence of well-motivated elite of experts.

Dorota Pałubska

The impact of socio-organizational environment on the development of employee entrepreneurship

Globalization and development of transnational corporations result in a growing competition, which can be met only by the most innovative firms. Employees and their creative potential are the way to increase the level of business innovativeness. The most important task for the companies, but also for the governments of the individual countries, is to build an environment conducive to the development of entrepreneurial attitudes. Creating relevant patterns in a society may lead to release of the creative potential of the population. Building a flexible organizational environment, that is open to new ideas, should be the key to the growth of business innovativeness and competitiveness.

Agnieszka Springer

Job satisfaction versus matching competencies of employees with the requirements of a workplace

The aim of this article is to evaluate the relationship between matching an employee with the requirements of a workplace and the resulting job satisfaction. Interdisciplinary literature in the field of competencies, motivation and employee satisfaction does not give an answer to the question about the nature of the relationship between the analyzed variables. The article presents the results of own studies realized on a sample of 468 working age people living in the district of Poznań. The research shows that only 25 per cent of employees are working in a workplace matched to their abilities. The area where employees are least satisfied is the possibility of advancement, flexible working hours and salary. Workers are most satisfied with relations with colleagues, autonomy of action and the workplace equipment. The correlation between the match and the satisfaction was proved statistically significant, however, this subject requires further verification.



Janina Stankiewicz, Patrycja Łychmus

Dissemination of values and social norms among employees by means of an ethical code

An ethical code can be a useful tool facilitating employees to discern the organizational culture of a company, especially the accepted values and the social norms, that are related to them. To show its capabilities in this area, the article presents the key values in the opinions of Polish managers and based on them, it explains a code's form, structure and content required so as to help to disseminate those values among the employees.

Łukasz Sułkowski

Dysfunctions of HRM in Polish family businesses

Analysing the problems of human resource management in the family business you need to refer to a number of dysfunctions of the management that result from the family nature of the entity. Managers seeking to effectively manage family businesses should know the risks associated with the characteristics of this type of enterprises. This article aims at analyzing the key human resource management problems occurring in the Polish SME family businesses.

Dawid Szostek

The corporate advantages resulting from employee surveys (based on results of desk researches in Kuyavian-Pomeranian Voivodeship)

The paper presents the advantages resulting from employee surveys. Apart from the methodological issues related to such surveys, the problem is much more complex. Employee surveys should not end at the stage of measurement. It is necessary to take adequate improving measures and also to systematically conduct employee surveys, thereby shaping the organization's culture, that should be based on a management's dialogue with its employees. The author of the paper presents the results of own desk researches, conducted at the companies of Kuyavian-Pomeranian Voivodeship, that dealt with the scale of using employee surveys and their advantages.



Małgorzata Trenkner

Instruments of motivating employees towards knowledge-sharing

This paper presents the cultural conditions of knowledge transfer in organizations, identifies instruments of motivation towards knowledge transfer, and shows examples of practices applied in this area.

Czesław Zając

Personal union as a glue of social tissue in business groups

A personal union has been presented in the paper as an “organizational solution” creating personal relations within business groups and thus as a factor strongly influencing the organizational and social cohesion of these groups. A personal union has been analyzed and evaluated from the viewpoint of its support of personal links in business groups along with the application of an appropriate model of a supervisory board. It has been also analyzed and evaluated with respect to recruiting key managers by subsidiaries of the group. Functions performed by a personal union with its strengths and weaknesses have been discussed as well.