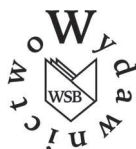


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Zarządzanie zasobami ludzkimi

Pod redakcją naukową
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Kopiowanie i przetwarzanie w jakiegokolwiek formie
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Summaries

Jan Budka

Identification of Remuneration Systems in Companies

Despite the development of non-financial methods and tools to motivate, motivation of business employees by means of remuneration still plays a key role. The remuneration system is essential in motivating, since it covers both tools and procedures of remuneration in motivating employees.

Companies use various remuneration systems tailored to their broadly perceived specificities, goals and operating conditions. They are subject to evolution, too.

Establishment of criteria for identifying remuneration systems is of key importance for the development of new pay systems and for the improvement of existing ones. This will help to place the new or improved system of remuneration against the background of feasible solutions. This issue is the subject of this paper.

In it the author uses his observations made in business practice during the years of cooperation with various units of economic practice. It concerns the improvement of existing pay systems and the development of new ones.

Anna Cierniak-Emerych

Workers' Participation in the Personal Sphere

It is proper to consider the question of achieving success through current enterprises in the context of the realization of the idea of workers' participation. It was assumed in the paper that the personal sphere and especially the realization participation of the personal function in classic terms and structuring working conditions are of utmost importance. Therefore, the aim of the paper was exploration of employees' involvement (participation) in the realization of the aforementioned personal function, and in structuring working conditions prevalent in Polish business practice.

Magdalena Dunikowska

Organizational culture and the personnel function in health resort companies

The relation between organizational culture and the personnel function is a bidirectional one. The culture sets the trend for HR practices, and the HR instruments make possible the shaping of the corporate culture according to the needs of the organization. On the basis of empirical studies carried out in eleven health resort companies in Lower

Silesia, the main directions and results of a mutual influence of organizational culture and personnel function have been identified, considering the background and the specific environment of these organizations. This specific character is rooted primarily in the dual, public-private character of the services provided by the organizations and in their long history and location in small Polish towns.

Agnieszka Fornalczyk

Managers' Way of Reacting to Information from Upward Feedback Process

This article is about managers' way of reacting to information received from the upward feedback process. In the first part, the author reviews the existing research results on frequency of occurrence and determinants of behavioral change as a result of received feedback. It shows also the most common styles of managers' response, including defense, domination, manipulation, and improvement. The second part of the paper introduces the very important issue of dispositional determinants for the successful adoption and use of information by managers. In conclusion, the concern for constructive communication, personalization of feedbacks and tools for implementing changes have been noted as the key conditions that increase the chances of managers' improvement-oriented behavior.

Katarzyna Huk

Flexible Forms of Employment Vs Motivating the Employees – Characteristics and Applied Solutions

Enterprises operating in the Polish market use different forms of employment, including flexible forms of employment. The aim of this article is to describe the use of the motivational instruments in relation to the employees working in an enterprise in the flexible forms of employment. The article is literary and empirical, and includes a description of the consulting and training company Absolute. The study also cites the research of the author, describing the willingness of the companies to use flexible forms of employment.

Agnieszka Jagoda

The Role of Team Forms of Work Organization in the Process of Improving the Competence of Employees

The paper presents an overview of definitions of competence which constituted the basis for discussion of the scope of their development. Among the possible methods that lead to improving the competence of employees, particular attention was paid to collaborative forms of work organization. They pose the possibility for employees of a collaborative learning process and thus the acquisition of knowledge, abilities, finding one's place in the new organizational roles, shaping personality and professed principles,

and other characteristics that, used and developed in the work process, lead to the achievement of results consistent with the strategic intentions of the company.

Katarzyna Kulig-Moskwa

The Evaluation Interview in the Light of Own Research

The article raises the issue of the evaluation interview and is a compilation of personal research and study of the literature in the field of human resource management. The author's own research conducted with questionnaires, which are presented in the article, relates to a group of medium-sized and large organizations. The research identifies the knowledge and importance of evaluation interviews carried out in the surveyed organizations and also discloses general errors and the attitudes of top management to this issue.

Dagmara Lewicka

Unethical and Abusive Action in the Organization. The Phenomenon of Fraud in the Light of Empirical Research

The paper presents the problems of dysfunctions in an organization between employer and employee. It also presents the results of the research connected with this area and indicates who is the most cheated in organizations and who falls victim to fraud. It examines the phenomena of this type of actions in organizations of all sizes. The author presents the thesis that people experiencing harassment and discrimination in the organization more often have unethical actions perpetrated against them. It analyzes the results of dysfunctions, also stresses the key role of actions taken in this respect by managers, and of functioning personnel procedures in the enterprise.

Patrycja Łychmus, Janina Stankiewicz

Promoting an Ethical Organizational Culture in the Company by Using an Ethical Program

Building a competitive advantage strictly on the basis of material resources is a risky strategy which is not always effective, hence the growing interest of practitioners and theorists in the management of intangible success factors. One of them is certainly an ethical organizational culture, containing clear and expressive ethical principles, which define the framework of fair, responsible and decent behavior of organizational members. The article presents the values and ethical standards which are characteristic of the ethical organizational culture and shows how we can promote it among employees with the aid of an ethical program.

Lech Miklaszewski

**The Selection of Employees in the Conditions of Clannish Organizational Culture
Based on the Example of Broker House WDM S.A.**

The paper presents the influence of clannish organizational culture on recruitment, selection and adaptation processes of employees. In this context, features of clannish organizational influences on the framework of expectations towards new employees have been presented. On the basis of case study, the selection process of personnel in the investment company has been analyzed, taking into consideration the organizational culture of this company, sources of recruitment, intuition as a key to choices, and the psychological contract.

Dorota Pałubska

Employees' Entrepreneurship Development – Selected Aspects

Turbulent market conditions force companies to seek new methods of management, enabling them to improve their competitive position in the market. In such circumstances, employees become a key source of development and progress of a firm. Building a favorable organizational culture and application of participative forms of work, may lead to development of intrapreneurship in a company. Intrapreneurship may play namely, a key role in development process of a organization.

Maja Prudzienica

**Human Volunteers as a Resource for the Non-Profit Organization
on the Example of KSON**

The main objective of this article is to try to analyze the problem of managing specific employees in a non-profit organization, who are volunteers. The analysis will be subject to selected stages of HRM in relation to this working group (also referred to as – co-employees).

Agnieszka Sokołowska

**Social Responsibility Conception Versus Behavior of People
in Organization – Identification of Relations**

The aim of the paper is the identification of relations between the conception of social responsibility versus behavior of people in an organization. In the paper is presented to essences of both categories, common area and relations in perspective of person, group/team and organization. The discussion is of a theoretical nature.

Agnieszka Springer

**The perception of the labor market, behavior of the manager
and social support as determinants of employee attitudes**

The article presents the role of external factors in forming the attitudes of employees. A key element of attitude is an emotional component that is employee satisfaction. Among workers there dominates a rather optimistic perception of the various aspects of the job market (with the exception of women returning after maternity leave.) This situation may contribute to building a positive attitude towards work in general. Satisfaction and organizational behavior promote respect in relations between supervisor and subordinate as does delegating rights and responsibilities particularly in relation to staff with goal orientations. In the process of forming attitudes we cannot ignore the role of social support. The environmental support must encourage building work – family balance.

Łukasz Sułkowski

Between Identity and Organizational Culture

The paper is an attempt to assess the possibilities of the application of identity theory in management science. The reflection is about paradigms and definitions of identity and relations between culture and organizational identity. In the second part the most common model of organizational identity, and the mode of its application in management have been analyzed.

Anna Wójcik-Karpacz

**Measuring Flexibility of Employment in Small and Medium Enterprises.
Results of Empirical Research**

The aim of the study is to recognize the degree of flexibility of employment in small and medium enterprises established on the basis of employment forms identified in these organizations. To achieve this goal, a tool measuring selected employment forms has been developed. Then, the quantitative research has been conducted in the group of small and medium enterprises representing the following branches: manufacturing, trade and services, construction, hotel and food services and transport.

Czesław Zajac

Human Resource Management in International Capital Groups

Human resources management in international capital groups (holdings) has a complex and international character. This paper presents the essence of such management

and its specific features. On the framework of the dimensions of human resources management and the levels of the internationalization process of organizations, the motives and effects of researchers' interests in international human resources exploration have been portrayed. The analysis of so-called positive corporate orientation, which has to be familiar with managers' behavior within international holdings, in order to evaluate and solve sophisticated social, cultural and organizational problems, has also been conducted by the author of this paper.

Weryfikacja językowa streszczeń angielskich
Edward Maliszewski
– tłumacz przysięgły języka angielskiego