

THE INTERESTS OF EMPLOYEES AND THEIR IMPLEMENTATION IN LOWER SILESIA ENTERPRISES

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Abstract: This article is an attempt to identify purposes and expectations of employees and the scope of their implementation by employers. Employees are presented as important stakeholders of each enterprise, along with their purposes and expectations, which are benefits for their contribution to the functioning of these organizations. Theoretical considerations on this stakeholder group were compared with the results of empirical research conducted among employees employed in Lower Silesian enterprises. Results of research have showed that financial expectation as satisfying salaries are main employee's purpose and they are satisfied in majority of enterprises. Employment security, which means choice of employer with an established market position and stable financial situation is also very important for employees.

Key words: stakeholders, employer, employee, organization's purposes

Introduction

Stakeholders of each organization are groups that have a significant impact on enterprises functioning and achievement of its purposes. Actually relationships with stakeholders are crucial for fate of any business. They determine its survival, growth, development or decline. Usually external stakeholders are indicated in this case. They are mainly customers, but internal stakeholders such as employees are equally important. They perform current tasks, what affects the level of company's purposes realization. Their involvement in company's activity or employment period is dependent on many factors, among which the most significant are benefits from employment, that is work made for employer. Employee's decisions, regarding employment and expected benefits, were affected by a high level of unemployment as well as opportunities offered by other EU countries and significantly higher salaries, proposed there. Incomes may belong to main purposes and expectations of this group of stakeholders. However, employees' set of purposes and expectation is diverse and can be different for majority of them. The situation is similar in case of employers' expectations.

The purpose of this article is to identify employees' expectations and scope of satisfying them by employers, based on research conducted among employees employed in Lower Silesian enterprises.

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Employees as a company's stakeholders

Although the term stakeholders occurs in literature for over 30 years, since the Stakeholder Theory appeared, the term does not have a single definition that would be accepted by most of researchers. First definition was proposed by creators of the Stakeholders Theory of RE Freeman and D. J. Reed [5, pp. 829 - 837], as a so-called. Wide according to "Stakeholders are individuals or groups that may affect the operation of the organization or be affected by actions taken by the organization." They also proposed seven groups, in the form of: owners, customers, suppliers, employees, competitors, government administration, local communities. Later, they narrowed the definition to "a group that are vital to organization's survival, without which support, organization could not function properly: [10, p. 854]. Competitors were no longer considered as stakeholders. Functioning and present definitions can be divided into those that recognize stakeholders as market competitors or not.

For purposes of the publication, a definition proposed by J. Adamczyk was used, according to which they are "a group of persons or organization whose interests are related to what happens inside an enterprise" [1].

It should be noted, that situation of Polish equivalent of the term interesariusze (stakeholders) looks similarly, while occurring terms are: stakeholders, interest groups, strategic supporter of organization and original English version. The author is proponent of term stakeholders (interesariusze). That is why this term will be used in this article. [3].

Regardless of definition, employees always meet stakeholders criteria. They are group functioning within an enterprise and they are defined as internal stakeholders. Other internal groups are managers and sometimes trade unions. Trade unions occur in Polish enterprises which earlier had form of state enterprises only. In small companies trade unions are rare [13]. In this case, there are owners who combine ownership and management, constituting Top Management of these companies.

Employees are also classed among stakeholders:

- self-determinating, because their work and experience co-create company [15],
- first degree, essential for organization and bound by a contracts of employment or civil-law agreements to organization [6],
- market, because they are involved in processes and economic transactions [11],
- voluntary, because of their employment in organization was a sovereign decision and they voluntarily took a risk [3],
- directly interacting, because their activity (work) directly affects enterprise's functioning [12].

Employees like any group of stakeholders have, or want to have, an interest - benefits from work, as compensation for their contribution to enterprise's functioning. Their involvement in company's life depends to a large extent on

achieved benefits. However, the range of expectations take into consideration the ability of employers, primarily economic and it is formed while searching for an employer. Selection criteria of employer, mostly boil to assessment of:

- level and growth rate of salaries,
- state and prospects of employment growth,
- stable financial situation [7].

Opinions about an employer in the labor market, spewed by current and former employees are also very important. Table 1 presents purposes and expectations of employees by T. Gołębiowski.

Table 1. Purposes and expectations of employees

Stakeholders	Measures of organizational assessment	Main purposes and expectation of stakeholders
Employees	-growing sales -increase in market value of company, -stable financial situation.	-amount of remuneration - possibility of promotion, - prestige, - position in organization - employment security, - possibility to realize their aspirations and their own concepts.

Source: [8]

The purpose of used measures is to identify an employee with stable market position and organization that is growing and is not at risk of falling and, what is important, it does not have disturbed financial situation. Summarized expectations indicate that the most important are financial benefits, possibility of promotion and prestige.

In case of "small employer" both evaluation criteria and expectations may be different. Measures are probably possibilities of growth and development, because only then, there is a chance for security of employment or promotion. [2].

Satisfactory salary, often is the main purpose, that is why, in many studies, it is taken for granted. In the opinion poll conducted by Onet on 30.09.2013, respondents were asked about other arguments that are important when choosing an employer. Among 140 thousand of respondents, 23% indicated a locality of a company (good access to work) as a an important argument and every fifth - promotion. Financial benefits seem to be the most important in employees' expectations.

Implementation of employees' purposes and expectation – results of research

The study was conducted among students of extramural studies of two Wroclaw universities (University of Economics and School of Banking) in the academic year

2012/13. Sample selection was random and it consisted of 142 respondents. The survey contained 15 closed questions, 7 of them consisted even 16 proposed responses.

Two of the obtained surveys were rejected, because respondents were unemployed and did not answer on most of the questions. Employees (11) who work in other institutions than enterprise, were also rejected from sample. Analysis was conducted among 129 respondents. Respondents are employees of Lower Silesian enterprises from Zgorzelec, Kępno and Kłodzko. Women (58%) prevailed among respondents. Table 2 presents employment period of respondents.

Table 2. Employment period of surveyed employees

Employment period	Share [%]
Less than 12 months	45
1 – 2 years	19
2 – 5 years	28
5 – 10 years	6
More than 10 years	2
Total	100

Source: author's elaboration based on research

Most of respondents are employed on less than 1 year (45%) and 2-5 years (28%). There are only few employees whose employment period is more than 10 years (2%). It should be noted that current enterprise is the first employer for 25% of respondents.

Enterprises that employ them, are predominantly micro enterprises (staff <10 people), 27%. Equally numerous are large companies (staff > 249 employees) 25% share. Table 3 presents exact division.

Table 3. Division of employers taking into account company size and organizational and legal form

Enterprise size	Share [%]
Micro	27
Small	18
Medium	17
Large	25
Sole traders	35
Private partnerships	10
Limited liability companies	32
Registered partnerships	1
Joint stock companies	17
Other	5

Source: author's elaboration based on research

Sole trader as a type of business activity prevails (35%). Every third company is a limited liability company (32%). There is also distinct group of joint stock companies, while private partnerships are few. Table 4 presents types of business activity.

Table 4. Types of business activity

Type of business activity	Share [%]
Production	32
Trade	23
Services	39
Mixed	6
Total	100

Source: authors elaboration based on research

According to the type of business activity, employers that provide services are the most common (39%), while the least are companies that combine two or three activities (6%).

Identification of employees' expectations revealed that satisfactory salaries are the main purpose of their work (85%). Table 5 presents summary of main purposes in order of their importance for employees (possibility to mark even all answers).

Table 5. Identified expectations of employees

Purposes and expectations of employees	Share [%]
Satisfying salary	85
Employment security	78
Flexible working time	76
Clear criteria for employees' evaluation	65
Friendly atmosphere at work	61
Impact on choice of co-workers	61
Training at employer's own expense	59
Additional social benefits	50
Supervisory and co-workers help	50
Complete information about company's „life“	43
Health and safety conditions	41
Protection of trade unions	9

Source: author's elaboration based on research

For respondents very important is satisfying salary and employment security, in form of employment contract for an indefinite period (78%), similarly as flexible working time (76%) and clear criteria for employees' evaluation (65%). Presence of trade unions are the least important in enterprise (9%). Far place of health and safety conditions may mean that conditions are treated in line with expectations and rules and they are no longer a motivator.

Purposes important for employees are realized in most companies. More than half of respondents (60%) indicated that their remuneration is adequate to performed tasks. Among women this proportion is slightly lower and amounts to 55%. In this group women predominate (55%) and the employment period is from 2-5 years (54%). For every fourth of them it is the first work and 20% of respondents felt that their employer satisfies all other expectations proposed in survey, with a particular emphasis on:

- training at employer's expense,

- reliable information about the life of the company,
- a friendly working atmosphere,
- additional social benefits.

Employees of low-level and one mid-level managers (92%) are satisfied with their working conditions. Only one manager is dissatisfied. Employers who meet the salary expectations of their employees are mainly large companies (84%).

The share of small firms is also high (78%) and the worst situation is in medium-sized companies. Table 6 shows "generous" employers taking into account organizational and legal forms. Table 6 presents employers who meet salary expectations. Registered partnership was not included in the analysis because it has only one representative.

Table 6. Summary of enterprises which meet employees' financial expectations, taking into account size, organizational and legal forms

Type of enterprise	Enterprises' share in their group [%]
Micro	66
Small	78
Medium	55
Big	84
Sole traders	48
Private partnerships	30
Limited liability companies	65
Joint stock companies	74

Source: author's elaboration based on research

Joint stock companies are companies that pay salaries to employees at the expected level in three out of four companies. Equally "good" employers are limited liability companies (65%). The worst situation is in private partnerships where only 30% of employers reward their people justly.

A similar analysis was performed by dividing employers due to type of their business activity (Table 7).

Table 7. Share of employers which pay satisfying salaries taking into account type of their business activity

Type of business activity	Share [%]
Production	66
Trade	62
Services	58
Mixed activity	50

Source: author's own based on research

Salaries are at the expected level in two out of three entities among production companies. Next are commercial companies (62%) and services are slightly below 60%. Salaries are satisfactory only in half of mixed activity companies.

40% of respondents are dissatisfied with their salaries and they are employed:

- in medium sized enterprises –45%,

- in companies with a form of private partnerships – 50%,
- in companies with mixed activity – 50%.

Every fourth of dissatisfied employees is employed by the first employer.

It should be noted that among dissatisfied employees, there are a little over 12% those who claim that their current employer does not meet any of expectations proposed in survey.

There is also a group of people(9%), who say that only salary does not meet their expectations, and remaining set of wishes is implemented in company.

According to respondents, employees expectations and needs are extremely important for the management of companies in 14%. For a slightly smaller group of managers, employees' interests are less important (11%).

Summary

Studies have confirmed that financial expectations are the most important purpose for surveyed employees. Equally important is contract for an unspecified time, which increase employment security and flexible working time and clear criteria for employees' evaluation. Employees' expectation are more often met in large companies with a form of joint stock companies. In production companies often salaries are satisfactory, in turn in mixed activity companies only in every second of them. Among employees satisfied with obtained benefits from work, there is little more than half of surveyed women. Men are less satisfied. Every eighth respondent was not satisfied with the work, which may mean that these people are looking for a new employer.

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OCZEKIWANIA PRACOWNIKÓW I ICH WDROŻENIE W PRZEDSIĘBIORSTWACH DOLNEGO ŚLĄSKA

Streszczenie: Niniejszy artykuł jest próbą identyfikacji celów i oczekiwań pracowników, oraz zakres ich realizacji przez pracodawców. Pracownicy są przedstawiani jako ważni interesariusze każdego przedsiębiorstwa, wraz z ich potrzebami i oczekiwaniami, które stanowią korzyści z ich wkładu w funkcjonowanie tych organizacji. Rozważania teoretyczne na temat tej grupy interesariuszy zostały porównane z wynikami badań empirycznych, przeprowadzonych wśród pracowników zatrudnionych w dolnośląskich przedsiębiorstwach. Wyniki badań wykazały, że oczekiwane, finansowo satysfakcjonujące zarobki, są głównym celem pracownika i są spełnione w większości przedsiębiorstw. Bardzo ważne dla pracowników jest również bezpieczeństwo zatrudnienia, co oznacza wybór pracodawcy o ugruntowanej pozycji rynkowej i stabilnej sytuacji finansowej.

Słowa kluczowe: udziałowcy, pracownik, pracodawca, oczekiwania organizacji

員工及其執行情況的下西里西亞企業權益

摘要：本文試圖找出員工及其實施雇主的範圍的目的和期望。員工都為每個企業的重要利益相關者，以及他們的目的和期望，這是他們對這些組織的運作貢獻收益。在這個利益相關者群體的理論思考與員工的下西里西亞企業從業人員中進行實證研究的結果進行了比較。研究結果顯示，財務期望，滿意的薪酬主要是員工的目的，

他們在滿足廣大企業。就業保障，這意味著選擇用人單位與已建立的市場地位和穩定的財政狀況也對員工很重要。

關鍵詞：利益相關者，僱主，員工，組織的目。