
Summaries

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Tekst jest udostępniony do wykorzystania w ramach dozwolonego użytku.

*CEZARY JÓZEFIAK***CAUSES, MECHANISM AND CONSEQUENCES OF GRADATION
IN INTRODUCTION OF THE REFORM**

The article discusses delays in implementation of the Polish reform and its deviations from the directions approved in 1981. The author puts forward a thesis that the reform programme was a compromise between two concepts of the target economic system: a model of socialized market economy corrected by the plan, and a model of the state indirect regulation, that is, indirect centralization. Interpretation of causes of delays in implementation of the reform and type of postulates aiming at promoting its further progress are dependent upon the supported concept of the target system.

Between 1980 and 1983 and, thus, in the period of programming the reform and starting its execution, there were taking place violent controversies and undertaken incompatible actions. The elements of the new system, i.e. autonomy of enterprises, employees' self-management, and independent social organizations were being weakened by the forces defending the old system. These forces are: traditional doctrine of the planned economy, economic position of the central state administration and its actual rank in the structure of power.

Judging by modifications introduced into the economic system in the course of execution of the reform, the author draws a conclusion that the reform aims at a kind of a hybrid solution combining elements of direct and indirect centralization.

*ANNA FORNALCZYK***MECHANISM OF ARTICULATION OF ECONOMIC INTERESTS IN DIFFERENT
FORMS OF NATIONAL OWNERSHIP**

This article is a part of bigger publication dealing with analysis of the national (social) ownership of production means from the viewpoint of economic functions of ownership (determination of management objectives and means necessary for their accomplishment, current management of economic processes and disposal of realized income). The objective or subjective role of employees in execution of economic ownership functions has been taken for a criterion in distinguishing between particular forms of the social ownership. The article analyzes procedures employed for determination of socio-economic goals on the macroeconomic scale. These procedures differ according to the subject

accomplishing the economic functions of ownership: (a) the socialist state on behalf of and in the interest of the society; (b) the socialist state with participation of the society organized in different forms (including employees' representation); (c) the society by means of various forms of self-management organizations (including employees' self-management). The analyzed three forms of the social ownership differ also in respect of the doctrinal assumption with reference to the community of economic interests of the socialist society: (a) the assumed unity of interests; (b) the assumed unity of basic interests and application of the mechanism of social consultations; (c) recognition of the pluralism of economic interests and reaching gradually their community on the way of negotiations.

JULIAN BUGIEL

TECHNICAL CADRES IN CONDITIONS OF SOCIO-ECONOMIC TRANSFORMATIONS IN THE INDUSTRIAL ESTABLISHMENT

The analysis in this article is focussed on one of major aspects of the social role, namely, on the sphere of professional activity, the basis of which is the work establishment along with its entire formal and informal systems. Constantly changing technical, organizational, economic and social conditions in the industry induce a search for new areas allowing to increase productivity and satisfaction with work. This poses new goals before technical cadres in establishments, whose accomplishment calls for modification of their behaviours, as well as those of employees.

The author analyzes evolution in the position held and role played by engineering employees in the establishment according to the place occupied by them in the following systems: social division of labour and prestige structure; structure of power; and structure of wages and salaries.

This analysis is based on the findings of empirical studies carried out in 1980 among engineering cadres employed in building materials and machine industries, which were repeated on the same sample in 1981 and 1982. Their aim was to follow changes in engineers' views and their evaluations under an influence of developments in political, economic and social spheres in the period under study.

KRYSPIŃ KARZMARCZUK

MANAGEMENT AND SITUATIONAL CONDITIONS – ROLE OF A TASK'S STRUCTURE

The article analyzes the management process in its relationship with situational conditions on the basis of assumptions of the contingency paradigm. The analysis encompasses structural and processual aspects of management and the nature of impact exerted by a task's structure on interpersonal processes in management.

The management process structure is composed of four unit processes of exchange, social influence, functional behaviours and perception. They are all mutually correlated in the management process. The processual aspect of management is expressed in dynamics of situational conditions, which modify mutual relations between the superior and his subordinated. The modifier of these relations is also personality of superiors and subordinates. Dynamics is one of three – along with complexity and uncertainty – dimensions of the management situation.

A task's structure is an important modifier in the management process. The studies carried out by the author revealed that a task's structure was a significant modifier only for a part of the above correlations. It had no major influence on the remaining relationships, which must have been due to the fact that subordinates' personality was not taken into account in the empirical studies.

LESŁAW HENRYK HABER

FORMS OF STABILIZATION OF MANAGERIAL CADRES IN CONDITIONS OF EMPLOYMENT MAXIMIZATION

In this article, the author treating stabilization of the managerial cadre in the establishment as a function of: employment size, labour market and personnel policy undertakes two major problems. The first of them are mechanisms, which have been introduced by the economic reform in this sphere, and the second – cause-effect relationships existing between the preferred employment models and stabilization forms. These problems are mutually interrelated and are focussed around problems of the labour market determined by the adopted employment policy.

Analyzing the results of his studies, the author states that in many establishments, despite the introduced reform, there continue to exist disfunctional situations in relation to the state of dynamic equilibrium between an employee and the productive environment, which is confirmed by a considerable proportion of the managerial cadre being characterized with a moderate or minimum form of stabilization. This situation will not be changed until radical measures – in accordance with the reform – are undertaken to promote optimization of employment both on the national scale and on the scale of particular establishments.

MARIA JAROSIŃSKA

EMPLOYMENT IN THE LIGHT OF SOCIAL EXPERIENCE AND IN OPINIONS OF MANAGERIAL CADRES

In the first part of the article, an attempt was made to reconstruct the patterns of labour management in the People's Poland. During the prevailing periods of labour deficit, they consisted in: administrative steering of employment in establishments, their competition in the labour market to

win employees while striving simultaneously to create an internal labour reserve enabling its elastic utilization and management. Existence of such reserves promoted pathologization of relations in establishments (drop in labour productivity and level of demands, growing brutality in interhuman relations, etc.) and in the labour market (proportion of employees leaving their jobs and those dismissed). The joint effect was a growing labour deficit on the global scale. In short periods when labour surpluses were appearing these patterns consisted in: creation of new jobs and increased demand for labour, reduction of labour supply in a socially accepted manner, employment of labour exceeding production requirements – in order to ensure full employment.

In the second part of the article, there are presented opinions of managerial cadres and executive employees on employment in the light of a survey carried out in May 1982, at the time of collapse in production and lack of clarity as regards effectiveness of measures preventing appearance of labour surpluses. These opinions concerned: adequacy of the employment volume in the establishment in relation to the existing tasks, security of their own posts and their chances in the labour market, etc.

A key problem is evaluation of the employment situation in the establishment. At the time the survey was being performed, there were establishments with both surpluses and shortages of labour. However, managerial cadres more seldom than executive employees admitted that employment in their establishments was too high. This was done in a desire to protect durability of their work contract (their sense of job uncertainty was bigger than that of other employees). On the other hand, they would often find the employment size in their establishments to be too small wishing to facilitate their role of labour organizer. On the positive side, it should be mentioned that a part of managers would estimate proportions of work force and tasks to be accomplished in a way incompatible with their personal interests, which points at their good identification with their performed professional roles.

ANNA BUCHNER-JEZIORSKA

ESSENTIAL CHARACTERISTICS AND FUNCTIONS OF WAGES IN THE ECONOMY

The effectiveness of the influence exerted by wages on employees' behaviour may be analyzed both from the employees' and employers' points of view. For employers, wages are primarily an instrument of influencing effects of work and a cost of production. In turn, for wage earners, it is primarily an income from their work and an equivalent for their labour input. Thus, the functions performed by wages for the employee and the employer are not identical. It seems that the scheme of wages analysis as proposed by economists (i.e. distinguishing most often four functions of wages such as: motivation, cost, income, and social, and stressing the role of the motivation function understood rather narrowly as a relation between wage and work) takes into account the employer's perspective, to a bigger extent, than the employee's perspective.

A wage in its motivation function is realized not only in a simple relation: wage – quantity and quality of work, but also because it provides a possibility of ensuring a definite (desirable) level of living (consumption function) for wage earners and a sense of an individual's importance and social usefulness (stratification function). Accordingly, an analysis of effectiveness of the existing wage systems and construction of new systems should make bigger allowances for these functions, which

from employees' point of view are most important, i.e. consumption and stratification functions. The effects of work are largely dependent on the extent to which a wage is an adequate indicator of an individual's value and usefulness as an employee (his educational background, qualifications, social position, etc.), and allows him to attain a desirable living standard. A wage in its motivation function realizes itself rather indirectly through stratification and consumption functions than directly in a simple relation: wage as an equivalent of quantity and quality of work.

JANUSZ F. GÓRSKI

DIFFERENTIATION OF AXIONORMATIVE SYSTEMS IN THE WORK ENVIRONMENT

The article presents some problems and hypotheses concerning the functioning of axionormative system in the work environment, and results of a preliminary survey of these problems. The questions analyzed here belong to a broadly understood sphere of values, however, the interpretation of the value concept is not subjectivistic here. Values are treated as elements of the institutional context of a man's activity being largely independent of an individual's will.

One of the aims of the performed survey was an attempt to determine relationships between the postulated model of a good employee, the so-called "ideological model", constructed on the basis of respondents' indications made on a list of several dozen characteristics prepared in advance and a model of an employee avoiding problems, the so-called "pragmatic model" built on the basis of choices from the same list. The more important conclusions allowed by analysis of the empirical material could be formulated as follows:

- with regard to the entire examined population, the statistical analysis revealed a significant differentiation between a system of norms in both analyzed models, which testifies to existence of divergences between ethical postulates of employees and evaluation of possibilities of their realization at the place of work,
- these differences grew significantly bigger after introducing an additional factor and, namely, the respondents' attitude to institutionalized values of the work establishment to the area of analyzed variables; it allows to presume that the introduced factor exerts some influence on the phenomenon of discussed divergences,
- between the employees' attitude to institutionalized values of their work establishment and convergence of the two models described by them there appeared the following correlation: a positive attitude to the listed values was accompanied by bigger coherence of choices and conversely.

The above presented results should be treated, first of all, as preliminary materials. Consequently, they have not been commented upon in greater detail. However, if further studies confirmed the observed phenomena, it seems that an adequate way of explaining them would be categories of the alienation theory.

TERESA J. MAKOWSKA

MOTIVATIONAL DETERMINANTS OF EMPLOYEES' PRODUCTIVITY SUGGESTIONS

The article analyzes motivational determinants of employees' productivity suggestions in industry, which are treated here as a form of an individual's active involvement in the sphere of work. Additionally, there is also discussed a relationship between motivations and intensity of the individual creative activity with emphasis being laid on empirical determination of motives accompanying a high degree of involvement in productivity suggestions.

The above problems are analyzed on the basis of studies on social determinants of employees' involvement in productivity suggestions and inventions carried out by the Main Statistical Office and the Institute of Philosophy and Sociology of the Polish Academy of Science in 1980.

The analysis leads to a conclusion that a general predisposition to involvement in productivity suggestions is largely prompted by a desire to satisfy the need of learning and development irrespective of the level of education and the function performed in the process of work. It was impossible, however, to determine explicitly a distinct relationship between a type of motivation and an individual creativeness and, thus, what system of motives enhances intensity of the creative effort.