

A COMPARISON OF POLISH MANAGEMENT PRINCIPLES WITH THE EUROPEAN ONES IN THE SPHERE OF MOTIVATING EMPLOYEES

Summary: The paper describes main assumptions in Polish management system, especially in motivating employees' area and concentrates on accommodations which should be done in this subject in Polish enterprises after joining European Community. Article presents also the main assumptions of the European management systems and its main differences in comparison to the American and Japanese ones.

Key words: globalization, management models and systems, motivation, human resources management

Globalisation is a phenomenon discussed from the perspective of different fields of study. However, the conclusion of these discussions always remains the same; globalisation is the phenomenon of the XXI century. For some scientists it is a form of unification of modern societies. Others put the greatest stress on the determinist character of economic globalisation: Globalisation is inevitable as a consequence of the right to freedom, to the free flow of people, goods or assets. Sooner or later all barriers limiting or hindering this flow will be lifted. Globalisation means the market economy not central planning and management¹. Globalisation was born in the United States of America. When we consider the unification problem, a question arises about the differences between the American and European methods of management. Globalisation does not eliminate differences in the relation towards states or organisations; it accepts variety, dissonance and differences (both geographical and mental ones). Societies do not lose their national identity due to globalisation; their identity is only enriched by the experience and achievements of other nations. Assuming this thesis, one may now compare the main principles of European management with the Polish management model.

The European management model has been shaped by social and economic factors. The establishment of the European Commonwealth and then, the European Union was beneficial to the process of shaping the management model characteristic to Europe. Actions undertaken within the EU policy (including integration initiatives for the new Member States) have greatly stimulated the establishment of one cohesive European management system.

The European management model differs from the American or the Japanese one and is based on the following assumptions:

1. Management accepts or even supports variety. Europeans respect cultural differences of particular countries and create an integrative management model on their basis. The European business is thus open to novelty, it accepts differences and accommodates easily to changing environment conditions.
2. European enterprises treat themselves as an inseparable part of the society and believe in social responsibility, visible in the following actions
 - considering profit as one of the main corporate objectives, the other being employment;
 - believing in moral dues towards the society;
 - deepening mutual relations between employees, customers, shareholders and managers, aimed at achieving optimum effects,
 - long-term strategies are to keep balance between economic and social objectives

¹ Wilczyński W. (2000). I don't Envy the Winners. In: Wprost Magazine of 27 October

3. Negotiations in European enterprises are not only external. Internal negotiations are conducted in order to facilitate communication. The effect is treating employees like partners who have the right to participate in decision taking processes and are thus co-responsible for the implementation of corporate objectives.
4. An individual is the subject of an enterprise and thus the company success is not only related with higher income but also with mental satisfaction of employees and higher quality of work life. Contrary to the Japanese, the Europeans do not aim at bounding employees for life; they do not also teach them team work. The Europeans aim at individuality, ability and intuition; money does not play such an important role as in case of the Americans. A European is more interested in keeping the balance between the personal and professional life, aiming at more freedom of action. Due to the above, a European manager has to find the way to take advantage of these qualities of employees and use them for the company development.
5. The Europeans limit formal management to the methods based on intuition. Written principles are limited and the management system is the outcome of experience and study.
6. External environment plays a major role in management, especially as far as social changes are concerned. Managers take into consideration demographical factors, like the aging of a society, the changing role and growing independence of women, the desire of young people to find a satisfying job.
7. The marketing approach (customer being the key element of company operation) takes the place of the product approach. Meeting the customer needs for the best quality and professional service is the main trend of contemporary European management
8. In comparison to the Americans, the European manager leads rather than orders. It is the manager's task to take advantage of employees' abilities and their innovative skills in order to increase corporate effectiveness. Orders and the imperative style are thus limited and replaced by the relations that activate the staff. In Europe, the role of a manager exceeds the formal limits and includes also the social and cultural functions.
9. It is not Europe's aim to compete severely. Due to the understanding of varieties and plurality it is more popular to search for market niches than to manage an organisation globally. In order to be successful, European enterprises have to differentiate their marketing strategies, respecting thus the individual character of states, regions or customers.
10. Environment protection policy is a part of social responsibility. The policy must be implemented not only due to ethical reasons but also due to the social appreciation ensured thanks to it¹.
11. A European enterprise is a dynamic, flexible organisation, giving priority to modern management and human resources development, skilfully managing the intellectual and the social capital; at the same time building strong organisational identity and trust.
12. The principle of balance between three forces (a partner triangle) is applied in European enterprises solving labour and remuneration problems².

The economic features of European management include the following:

1. Insufficient liberalization of the European economy.
2. Limited work force supply (caused by the aging of the society).
3. Limited professional activity (to 64,3% in the year 2001, while professional activity is understood as the share of working people in the total number of people aged 15 - 64 who are able to work)³.
4. The European Union is a commonwealth of countries having different economic priorities (caused by different economic potential).

¹ Penc J. (1997). Management Trends. In: Managing Business Organisations. IV International Conference. Łódź, p. 481, 489

² Borkowska S. (1992). Remuneration Problems. Corporate Management No 12. Waszawa, February, p. 10

³ Wiczorek P. (2004). Perspectives of Economic Revival In the European Union. In: Statiscital News, No 5, p. 12

5. The budgetary and the fiscal policies are decentralised (while still being controlled by state authorities)¹.

The concept of European management has been shaped mostly by the common market.

On 9 October 2002, after six years of negotiations, Poland became the EU Member State. In order to decrease the differences between the Polish management style and the European practice, we have to copy certain patterns of behaviour. The EU Establishment Treaty has formulated the main principles of the commonwealth in the following areas:

1. Forming a European society on the basis of the basic human rights, free movement of citizens and civil rights.
2. Ensuring justice, freedom and safety to people.
3. Supporting social and economic development.
4. Assuring the right position of Europe in the world ².

The factors stimulating Poland's economic development include the following:

1. Small and medium sized enterprises, creating new places of work (and increasing the home and foreign sales); it is anticipated that the GDP may increase by 5 - 7% thanks to SME activity.
2. A new category of "earning for living" - ownership (capital, property, etc.); 1,7% of Poles supply this source of income as the major one.
3. The state is no longer the only employer; in the year 2002 only 11,4% of Poles worked in the public sector, whereas 16,6% in the private sector.
4. Creativity, innovativeness, ability to accommodate to extreme conditions are the qualities of the Poles that are especially valued in the fast economic growth perspective
5. The American model is no longer followed; the Poles value family life and money is not the basic need any more.

The Poles have to accommodate the global management theory to their home tendencies and conditions, they have to adapt to the European integration and the global economy.

Accommodation does not mean acceptance of the one and only paradigm. Poland should participate in the process of forming the European management model, taking into consideration cultural differences and national stereotypes. Ethics and the human resources policy are one of the major elements of European management.

Economic progress is not the same in different parts of the world and thus it is necessary to analyse and interpret both positive and negative human experience. The convergence concept consists in decreasing the differences between the well developed countries and the developing ones. As far as economical convergence is concerned, the level of the GDP per one person or the development of similar structures and processes are stressed. Other theories point to the human resources (comparing the education level or the birth rate) as the measure of convergence.

In the Polish management system, it is possible to achieve high effectiveness in the field of human resources management after adopting the convergence theory. This fact does not only result from geographical reasons or similarity of „national characters“ but also from Poland's accession to the European Union. It is presently impossible to define strictly Polish principles of management. The discussed tendencies should be only the basis for the national management style. Moreover, there is no point in supplying a priori principles (especially in the field of management), as the specifics of management is that theory is intertwined with everyday business practice. The major effort should be to analyse business phenomena and to evaluate business theories critically.

¹ Ibidem, p. 13

² Miąsik D., (2003). *Is European Union a Chance for Poland?* In: Job Market. Magazine of the Ministry of Economy, Labour and Social Policy, no 1(133)

In the era of industrial capitalism, Poland considers investment as the basic determinant of economic growth. The most important conditions here are technological progress¹ and compliance to the binding law, especially the labour law. Usually (...) "companies shape their capital structures in various ways (...) the management wants to increase the liability-to-equity ratio, they may verify new bonds or utilize profit and buy some own shares. (...) Company may also issue some shares and use the so earned money to pay a part of the debt, which will result in a decrease of the liability-to-equity ratio².

In the era of globalisation, it is necessary to adopt the paradigm confirming the need for people coming from different cultures to cooperate. Human resources management has become the basis of the strategic approach, including the following parameters:

1. People are the main corporate asset.
2. External environment (in particular - competition and the job market) influences corporate management.
3. In each enterprise, there are relations between the general strategy and the corporate structure.
4. There are similar relations between the corporate organisational culture and corporate values.
5. Not only the managers but also all employees experience the need of action.
6. Change and development are the integral and primary elements of social phenomena³.

Another concept to be assimilated by the Polish management system is strategic human resources management.

In the eighties, there were two dominant approaches to human resources: considering them as the source of costs or as a corporate asset of immeasurable value.

Two major trends: the situation-dependending and the interactive one may be distinguished in human resources management. As far as the Polish approach to human resources is concerned, the situation - dependent approach is more popular as it stresses adaptation of employees and work organisation to corporate external and internal conditions⁴. On the other hand, in the interactive approach human resources management is an integral element of economic and social processes implemented by a company. The approach stresses the importance of legal conditions, corporate objectives, employees' objectives, possibility of free management being the effect of economic freedom; all these factors stimulate the staff to plan their careers and study even more⁵.

In order to be more effective, the Polish management system should apply the interactive approach more frequently.

An inseparable element of the human resources policy is motivation. Views on motivation have developed from the traditional model (based on wages) through the interpersonal relations model, stressing the necessity of meeting the social needs of human beings, to a model based on participation, self-control and integration between personal and corporate objectives.

The following conditions supporting corporate motivation systems may be distinguished in the process of designing such models:

1. Change in the staff belief in the permanence of their posts.
2. No traditional staff evaluation processes, conducted regardless of individual competences of employees.

¹ The concept has been formulated by the American Nobel prize winner, Robert M. Solow. In: Solow R. M. (1957). *Technical Change and Aggregate Production Function*. *Review of Economics and Statistics*, 39, pp. 312, 320

² Kościelniak H. *Capital Structure of Polish Public Limited Companies*. In: *Technology & Economy in Industrial Reconversion*. ISI Pierrad, HEC du Luxembourg. Virton. 2004

³ Kolańska E., (2003). *Human Resources Policy in the Company of the Future*. In: *Corporate Economics and Organisation*. Book 2(637), p. 17

⁴ Borkowska S., op.cit. p. 10

⁵ Strużycki M., (ed.by) (2000). *Introduction to Corporate Management*. Oficyna Wydawnicza Szkoły Głównej Handlowej, Warszawa

3. Development of a valuation system that takes into consideration the importance of a particular employee for the company.
4. Development of a valuation system that takes into consideration the share of a particular employee in building the company's future.
5. Direct remuneration of particular skills.
6. Greater variety of remuneration¹.

The above motivation principles are limited to remuneration. Moreover, they do not correspond to the Polish business practice as more than a half of enterprises do not implement any evaluation systems. The special character of the Polish labour market is that it is an employer market, meaning that there is no necessity of changing the beliefs of employees on their post as the Poles are well aware of the fact that they may lose their job any time. This awareness is one of the stress factors influencing their worse psychical status. Fear and threat are very destructive as they generate defensive and aggressive personalities. The thesis on the absolute Tightness of one motivation system is not confirmed by the business practice.

Contrary to the traditional motivation systems in which employees are encouraged to undertake actions advantageous to a company and avoid the disadvantageous ones, modern motivation systems have to be based on staff creativity².

The major characteristics of modern motivation systems is the balance between individual and corporate objectives. "The balance is achieved thanks to the creation of work conditions, characteristic to staff personal development, namely greater qualifications, participation in decision processes, innovativeness and entrepreneurship. Motivation systems taking the form of material and immaterial rewards accelerate the constant development of active staff attitude"³.

The basic knowledge on social psychology, sociology and management methods is the key element of a modern Polish manager's education.

It is a great mistake to base the motivation system on punishment, the primary being the threat of losing somebody's job. The approach contradicts the basic principle of every company, namely the effectiveness. Employees are the key corporate assets. On entering an organisation one becomes a part of the system. The system defines one's informal social position. The ability to establish relations with other employees, the ability to adapt to the system, the understanding and acceptance of organisational principles are frequently more important than the ability to exercise a particular production task. Replacing one employee with another is not a mechanical task; one cannot do it without generating certain loss. The costs do not only include the cost of training a new employee. The time and cost of integration are impossible to estimate.

The Polish management system is still in its developmental stage. It is based on both the American and the European experience. Regardless of the system principles however, it is of crucial importance to assume the dominant position of an employee in an organisation and hence to develop effective motivation systems.

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¹ Maszyk - Musiał E., (2003). Transformation Time Strategy. In: *Personnel*, 1-15 January, p. 10

² Sajkiewicz A., (ed. by) (2000). *Corporate Human Resources*. Poltex, Warszawa, p.211

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ME AND MY SHADOW – THE IMPORTANCE OF INTERNAL DIALOGUE IN PERSONAL DEVELOPMENT OF MANAGERS

Summary: Both theory practice of the Gestalt therapy are based on the assumption that human beings are responsible for themselves and their lives, experience themselves consciously and actively change their environment. These rules enable them to be authentic and sensitive, what stays in contrast to the very notion of the "world of business", associated with the jungle in which it is the strongest who wins. How to be strong?

Key words: Therapy, emotion, awariness, selfawariness dialogue, psychice higine

*„It is machines that produce, it is people who create.”
 Paulo May*

Both theory practice of the Gestalt therapy are based on the assumption that human beings are responsible for themselves and their lives, experience themselves consciously and actively change their environment. The principal notions of this philosophy are: "Me and You" and "Here and Now".

Me and You

If I stay in contact with myself, meaning that I am aware of my feelings and emotions, sensual experiences and signals from my body, I will be able to establish contact with You (another person, environment). Self-awareness will help me meet You in a dialogue, while remembering own conditions, prejudices, stereotypes, opinions, judgements, defence mechanisms.

Here and Now

The past is gone, the future has not come yet, however I can use my time here and now: plan certain steps leading to certain achievements, make some necessary changes, look at myself and my contacts with the environment.

Within here and now I have the chance to finish unfinished sentences and experiences (the miracle of accomplishments) because I know that otherwise they will constantly demand my attention and so I will not be able to fully experience the present.

Human beings naturally aim at keeping emotional balance (they cry when sad, seek for stimuli when bored, clench their teeth when angry), facilitated by staying in contact with themselves, meaning for example knowing own needs and demands and noticing new elements in their environment.

These rules enable them to be authentic and sensitive, what stays in contrast to the very notion of the "world of business", associated with the jungle in which it is the strongest who wins. However, who is the strongest?

The strongest are those who see what there is, remain in true contact with themselves and behave adequately to a given situation.