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CONTENTS

JAROSŁAW KARPACZ*

PREFACE

The COVID-19 pandemic (and its ongoing "fourth wave") is changing the world in an unprecedented way. It could be argued that pandemics are rare and do not deserve particular attention, however, it would be false for at least two reasons. Firstly, researchers indicate that pandemics are not uncommon, and research into them is important because it is pandemics that cause fundamental changes in organisations and communities, and their effects are observed decades later. Secondly, pandemics reveal assumptions behind theoretical mechanisms that one rarely questions, enabling the formation of a new theory and the integration of new evidence. We should therefore study this pandemic in terms of its theoretical significance and substantive impact on the management of organisations. However, the difficulty of research under these conditions is related to the paradigm shift and long-term impact of pandemic. From a research perspective, these are rare but significant changes that radically alter our understanding of phenomena by transforming fundamental assumptions on which our understanding is based. Facing the existential threat posed by the COVID-19 pandemic, organisations have been almost commonly forced into programmes for rapid and radical transformation. In many cases, this has resulted in a serious rethink of how work is done. For example, in the short term, organisations generally engage in empathetic responses to employees, and many have radically changed the way and place of work for employees. At first glance, both actions appear to be reasonable. Moreover, in almost all cases, organisations which will survive will face further major changes.

In this context, it is expected that researchers will be involved in improving organisations' ability to navigate themselves through these cataclysms, which in modern optics means undertaking research whose results will help organisations overcome the consequences of the spread of viruses. The presented set of studies is in line with such a postulated direction of actions.

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In the journal's issue handed over to you, we have included six studies relating to the issues which are the subject of current debates.

Thus, the study by Małgorzata Pawlak presents the results of original research on the phenomenon of hybrid careers of people combining paid work with additional activities related to activism, artistic creativity, volunteering, or work for NGOs. The research is qualitative. The respondents include people born in 1984–1995 (the so-called Millennials). The obtained results allow the author to state the diversity of methods and attitudes towards undertaking hybrid careers. The most interesting phenomena being observed include the interpenetration of individual roles and activities, the relationship between hybrid careers and professional burnout, as well as diverse motivations to undertake activities related to the implementation of social mission. Results achieved are discussed in the context of the research conducted so far, together with a proposal to extend it by a quantitative and qualitative components.

Joanna Samul, in turn, examines the impact of spiritual well-being on the performance of virtual teams. This is a topic which is gaining on importance as global dimension of the COVID-19 pandemic is forcing remote working. Study is undertaken among respondents working in virtual teams. Observed results provide arguments indicating a positive relationship between spiritual well-being and the performance of virtual teams.

Furthermore, Marcin Lis makes an attempt to identify the premises for establishing public relations between universities and enterprises in the contemporary environment. His findings prove the existence of numerous barriers and even prejudices limiting the strength and scope of cooperation among these entities coming from two sectors. Overcoming them may lead to the creation of new values generating the competitiveness of individual enterprises and economic structures.

Research findings presented by Magdalena Chałupczak reveal the significance of employee involvement as an expression of authenticity of identification with a public sector organisation. The use of observational method allows for the inclusion of facts in mutual relationships and dependencies. Referring to the subject-matter literature where it is indicated that employees contribute to organisation's above-average performance, the author also develops recommendations for management in a public sector, allowing for using this phenomenon to increase the efficiency of organisations.

In the next study, Justyna Domanowska offers an assessment of the state of empirical research on the family enterprises. The growing number of publications related to family entrepreneurship indicates the need for research in this area, and reliably collected data are the basis for making suitable conclusions. Hence, research efforts aimed at identifying the methodology and analyses used so far in the studies on enterprises of such type should be considered important for future research.

The study authored by Katarzyna Szczepańska-Woszczyna and Zdzisława Dacko-Pikiewicz, who, basing on the results of empirical research, identify the values which are the most important in the process of building and managing reputation in family enterprises, is also devoted to deepening the knowledge of the activities of family enterprises. Three hundred owners of family enterprises and the same number of their potential successors are included in the study. Research data show that such values as: consistent image; education and knowledge; family reputation; trust; heritage and durability; enterprise honour; consistent image; and profit are of particular importance for building reputation.

Dear all, we encourage you to read the above-mentioned studies and, at the same time, I invite you, on behalf of the editorial board, to publish the results of research in the field of management and quality sciences as well as economics and finance through our journal. Thanks to you, dear Authors and Readers, we would like to promote new knowledge and methods of building it among scientists and practitioners.

MAŁGORZATA PAWLAK*

MILLENNIALS, MEANINGFULNESS AND HYBRID WORK – POLISH CASE STUDY

Introduction

Millennials – young adults born in 1980–2000 – differ in terms of their attitudes to work [Czarnik, 2019: 24]. Some of them perceive it as a source of meaningfulness, the others – as a necessary evil [Deloitte, 2018: 13]. However, for this generation the importance of the meaning of work is larger than for employees from older generations [Lewicka, 2019: 26]. This is why this topic may be important for the managers – also because the work performance was proved to be linked to the level of identification with the values of the organisation [Makowski, 2017: 86]. The sense of meaning in relation to values was described in Schalom Schmartz's model as *self-transcendence*, which consists of kindness and universalism [Cieciuch, Schwartz, 2018: 313]. It is linked to the professions with a social mission. The social mission is described as "the effect of missionary activity is not the achievement of a utilitarian ego, let alone hedonistic goal of an individual, but satisfying needs and achieving these goals by other persons or groups" [Czerw, Borkowska, 2017: 304].

Among Millennials, the average level of job satisfaction is comparable to that of the older generation [Czerw, Borkowska, 2017: 305]. This dimension is also closely related to employee effectiveness [Makowski, 2017: 86]. Hence, it would be beneficial for the managerial staff to expand knowledge about its sources and ways to increase it. A theme related to job satisfaction is the *flow* experience at work [Makowski, 2017: 86]. There is a limited number of research projects devoted to this topic in Poland. The *flow* may be described as "the state of an optimal experience". M. Csikszentmihalyi defined it as "a psychological state characterized by total absorption in the activity performed, loss of the sense of time, a sense of control, concentration, strength and joy" [Makowski, 2017: 86]. The participation

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in projects that are ambitious but feasible at the same time increases the likelihood of emergence of *flow*. Interestingly, the selection factor would indicate that the people would have a tendency to experience *flow* during non-professional activities in their free time, however, the research projects conducted on this topic provided different results [Makowski, 2017: 87].

A. Czerw and A. Borkowska indicate four areas of social mission at work. First of all, a sense of high social utility, secondly – high commitment to work (with a higher risk of burnout), also – the expectation of social recognition and the detachment of work from an economic remuneration [Czerw, Borkowska, 2017: 304]. In general, the employees whose professions are linked to the social mission indicate lower level of satisfaction with the economic gratification [Czerw, Borkowska, 2017: 306]. Their subjective opinion is also accompanied with the statistics indicating relatively low level of remuneration of these professions in Poland. Industries in which the sense of meaning plays an essential role are, e.g. the non-governmental sector and the cultural scene. According to the reports, that kind of work is often provided for free and/or as an additional activity [Charycka, Gumkowska, 2018: 5] and/or with the remuneration below the national average [OZZ Inicjatywa Pracownicza, 2019: 16]. Another inconvenience is related to high employment instability [Bogacz-Wojtanowska, Siorek, 2017: 52].

Since the implementation of the social mission may be associated with an unfavourable level of financial benefits, it seems likely that employees with a strong sense of social mission will fulfil these needs outside of the main institution of employment, combining various types of activities within so-called hybrid careers. To have a hybrid career means to combine different roles and/or positions [Heilmann, Ekonen, 2020: 2]. This term is similar to the hybrid entrepreneurship, which is related to combining full-time employment with running one's own business. In case of hybridity of career or work it may consist of combining employment in two institutions, but also – of combining full-time job with voluntary activities related to arts, activism or freelance work. Such solutions help to maximise the sense of meaning at work [Dik, Byrne, 2013: 34].

1. Methodology

The aim of the research project was to provide the answers for 5 questions:

a. How does the hybrid work look like in case of the respondents?
b. What kind of reasons encouraged the respondents to enrol in it?
c. What were the benefits and pitfalls of the hybrid work according to the respondents?
d. What were the preferences according to the hybrid work?
e. What kind of situations enabled the respondents to experience *flow*?

The research was exploratory in nature, this is why instead of formulating the hypotheses I chose to ask the research questions. Research method combined non-structured interviews and the method of *flow* measurement designed by A. Bakker (based on the description of this experience) [Bakker, 2008: 2]. Thanks to the snowball sampling 4 Polish participants were selected – 2 women, 1 men and 1 non-binary person aged 25–35, living in Poland (Warsaw, Katowice) or Czech Republic (Prague).

"Regular job" was defined as the form of employment providing regular (monthly) income. It doesn't mean that "regular job" have to be 9–5 job or the one that is based on full-time employment contract ("umowa o pracę" in Polish). It does not require the biggest time investment. To the contrary, the "additional activity" was defined as every professional, artistic, social activity conducted apart from the "regular job" – with or without remuneration. It consists of the tasks that are similar or different than those related to the "regular job".

2. Results

The aim of the first part of the research project was to gain insight into the characteristics of hybrid work. In case of three out of four respondents the "regular job" could be defined as full-time (40 hours/week) or part time (32 hours a week) job contract. It consumed the majority of their time. Nonetheless, the fourth respondent, PS, declared to be "in the middle of the *freelance* machine". Indeed, in this case the "regular job" didn't consume the majority of his time, but provided moderate income essential to conduct monthly payments (such as rent and food). In his case the borders between certain "regular" and "additional" activities were blurred. This tendency was also visible in the additional activities of the other respondents. They were diversified: additional job contracts, social work as a volunteer or the society's board member or artistic or grassroot activity. Another example of the blurred lines between certain activities was related to the situation of AF, who was the member of the music collective (art), that provided musical background during certain demonstrations (activism), also those organised by the anarchist groups that sometimes invited AF to join their social meetings or spontaneous, semi-legal protest actions.

The respondents who took part in the research projects were described in the Table 1 presented below.

Speaking of the "regular job", the motives of providing financial security and health insurance were the most important ones, though sometimes they were not directly expressed (because they seemed so obvious to the respondents – e.g. "I get the money in euro, it allows me to freely pay for rent and food and I do not have to worry about my basic expenses" – PS). Other motivators were related to the inspiring tasks, easy access to certain industries, compliance with one's aspirations and one's working style. At the same time, relatively low earnings at the primary job only in the case of PS motivated him to take up additional activities. Financial reasons were not that popular then. To the contrary, the respondents who were full-time employees were motivated by need for self-transcendence.

Table 1. Respondents and their hybrid careers

	Regular job (employment contract) (country of residence)	Additional activity
JJ	Project manager in NGO (full-time), Pole living in Prague (CZ)	Pro-choice collective member (Ciocia Czesia), queer movement (diverse projects)
BK	Export manager (full-time) (PL)	Wolne Sądy (Free Courts – one of the local leaders), Strajk Kobiet (Women's Strike – one of the local leaders), LGBT+ society (former CEO), now volunteer
AF	Programmer (4 days a week) (PL)	Camp for Climate (activist), creator of the social initiative for trans youth, anarchist, member of the Rhythms of Revolution, programmer for several NGOs
PS	Editor (freelance: PLN), *social media* (freelance: EUR) (PL)	Playwright, activist, curator and performer, volunteer of the LGBT+ organisation, former film critic

Source: data from author's own research.

The amount of time devoted for the additional activities differed among the respondents. Among those who were employed full-time (or part time – 4/5), the intensity of the additional activity differed significantly – from several hours a week to (as indicated) "almost a second job". These fluctuations were also observed over time. The cases of burnout (according to the quoted research common in the case of activities related to social mission) also appeared among the respondents. Three of them indicated that they had experienced it at least once during their career. One respondent mentioned that her tendency to become socially involved after working hours had the characteristics of workaholism ("I gave everything I could into an activism" – BK, who also called combining her regular job and additional volunteer work as "sharp edging"). In addition to that, the psychotherapy was mentioned as tool to overcome professional burnout.

The degree of involvement differed not only due to the respondents' plans and aspirations, but also due to quite random factors ("my colleagues said that they were migrating to Germany and as a result that there would be a new job position in our NGO (…) two years later I was not re-elected as an NGO board member – it was not easy for me to quit, but now I can take care of my health at last" – BK). One activity could also become a prelude and an inspiration to focus on the other role or activity, both professional and as an activist. Social connections played an important role in case of both obtaining one's clients and engaging in new activities ("Through the Camp for Climate I got more in touch with the anarchists, this is why I started not only socialising with them, but also participating in numerous demonstrations" – AF).

Non-financial reasons for taking up the additional activities included the following: the internal need to act ("calling"), the need to rebel, the will to have an agency and an influence over the situation in Poland, also in order to indirectly shape the future for one's children. In addition to that: the desire to meet new people, the need to have an outlet for one's creative expression and to become leader and/or role model of a certain community. Also, it was important for some respondents to give a sense of hope to the other people who were in a similar situation as the respondents used to be in the past. The detailed characteristics of the various reasons for choosing certain activities outside of the regular job were summarised and illustrated with the examples in Table 2.

In case of two respondents, the hybrid careers were a consequence of adding an additional activity to their profession ("regular job"), which didn't offer an option to fulfil the social mission. In this case to professions of the international trade manager and the programmer. Two other respondents, in turn, tried to implement their postulates of "going beyond" (self-transcendence) within one activity, but over time they came to the conclusion that the hybrid model would be the most convincing for them. Paradoxically, in both of these cases it happened after the stage of their careers when they managed to combine their professional work with the self-transcendence. This topic will be discussed in a more detailed way in the context of a professional burnout.

What draws attention in the context of the type of the additional activity selected by the respondents is their minority group identity (such as migrant, Upper Silesian in Warsaw, gay, lesbian and transgender person). Sometimes the identities were combined together. The experience of alienation and exclusion motivated the respondents to engage in certain type of artistic and social activities. It also facilitated the understanding and creation of several initiatives devoted for a certain minority group. However, the sense of identity was sometimes the cause of conflict of values, which could either encourage respondents to take up additional activities outside of work or generate a sense of guilt and alienation in working environment. However, while the feeling of alienation was indicated as an effect of undertaking certain activity in a hybrid form, it could also be a cause:

"[four years ago] I started getting such a schizophrenia of the value systems, in the sense of what I am doing here [in this corporation] I am helping to destroy the environment… destroying democracy in other countries (…) during this movie night I realised that activist-leftist values are important to me (…) it also caused the sense of dissatisfaction with my work and the frustration related to the fact that the graduates of humanities (just like me) end up in corpo [Polish: *w korporatach*] instead of following their dreams" [JJ on reasons for quitting her job at an international corporation].

Interestingly, another respondent, BK, did not report similar conflict of values despite being employed in the private sector, possibly due to the business traditions in her family that she mentioned ("I sucked business from the mother's milk" – BK) or a sense of financial responsibility for her children. It is worth mentioning that the thread of family traditions also appeared in the context of selecting the opposite, not similar values and professional activities. PS mentioned being opponent to the Upper-Silesian work ethos. He also reported the sense of frustration related to the imposed definition of the "real professional work":

"I had a need to escape the Silesian work ethos (…) [when I was younger] I heard from my father that I would not succeed. My job as a movie critic was not perceived as a real job (…) [but] when I was thinking about working in a coal mine I found it too overwhelming" [PS]

The reasons for selecting an additional activity (or activities) apart from one's regular job were described in the Table 2.

The aim of the next part of the study was to analyse respondents' benefits and costs of undertaking activities in a hybrid form. The benefits included: better work-life balance, flexibility (lack of structure and greater freedom in choosing a topic and method of certain activities), the opportunity to maximise earnings and meaningfulness at the same time and/or skills and time and/or stability and inspiration. The other benefits included greater variety and inspiration as well as the opportunity to gain time-organisation skills. A detailed overview is provided in Table 3.

Table 2. Reasons for taking up the additional activities apart from one's "regular job"

Reason	Exemplary statement [respondent]
"Calling"	"Internal call that I can no longer sit and complain [about the political situation in Poland]" [BK]
Rebellion	"One [group] attracted my attention, because they had a rainbow flag and a transparent 'F*** Donald Trump (laughs)'" [AF]
Impact on the situation of the (minority) group	"You feel you are not so helpless, at least you gain an illusion that we are capable of changing something [in Poland]" [BK] "It is such helplessness, powerlessness [that I feel in] this homophobic, anti-feminist system... [activism gave me the feeling] that I have influence on something, that I can help others" [JJ]
Increased earnings	"This motivates me, because if I only earn [what I earn at my regular job], I would have to live very poorly" [PS]
Creative expression	"Fulfilment, creative expression (...) now I do not have to write about the other people and their [films], I create my own stuff" [PS]
Meeting new people	"I wanted to meet other LGBT+people and be useful in some way" [AF about joining LGBT+ society]
Better future for one's children	"Actions for the future of my kids, if I want to hear that it is possible [to do something] in this country, I have to start with myself" [BK]

Reason	Exemplary statement [respondent]
Setting a good example for others from one's minority group	"Action for young people [teaches them] how to help oneself and others (...) it facilitates the entry into the activism for the people who do not live in big cities" [AF]
Helping other people from the minority group	"I wanted to do something good for myself, so I thought that it would be nice, instead of focusing on the gifts that I would like to obtain, to support people who need these gifts more" [AF] "Working with migrants was important to me, because I have this experience as well" [JJ, who lives in the Czech Republic] "Activism – I work more with my identity, my emotions, I give my whole self, and at the regular job... I don't know, maybe the burnout speaks through me, but the work was OK for me... (...) I have to make money, but the activism [comes] from my heart, not from my head, not from my rational self" [JJ] " [It is important to me the] do the platforming and giving a platform to people who are not heard [in this case: LGBT+ community]" [PS]

Source: data from author's own research.

Table 3. Advantages of a hybrid work model according to the respondents

Advantage	Exemplary statement [respondent]
No confluence of work and non-work and smaller risk of burnout	" [Earlier] the *flow* ended up with burnout (...) I had the tendency to start intensively and forget about my limits (...) I even began to miss my [work at the] corporation: 8 hours a day at work, then I closed the door and the different world began" [JJ]
Greater freedom in choosing a topic and the way of implementing certain projects	"I don't have to think about the money" [BK] "When I *do activisms*, I have freedom to choose the topic" [JJ] " [thanks to the hybrid model] I avoid the situation that I am obliged to create something new because otherwise I won't have money to buy food" [PS]
Flexibility, lack of structure and hierarchy	"I knew that I wanted to act in a way without a structure, bottom-up and consensual (...) it changed my view of what is possible, what is impossible" [AF on the blockade of a lignite mine]
Financial efficacy	"I am mother of two and in this field [human rights, LGBT+ rights] I don't see much financial background (...) so doing voluntary work after [working] hours seems more efficient" [BK]
Stability	"*Freelance* scares me a little, I need stability" [AF]
Networking	"My whole social life revolves around activism – it's hard for me to imagine leaving it, it's kinda sad that when you stop working, you fall out of the social circles" [AF]
Efficient use of one's skills	"I know some professional activists who have different skillsets than mine, they're good at communication, at providing the trainings... it's not for me then" [AF] "Activism through art – I do what I am good at" [PS]
Diversity of tasks	"Freedom. I do not like routine and repetition" [PS]
Opportunity to learn how to set boundaries	"I always had a rule that I should leave my job at work (...) they pay me for 8 hours, so afterwards I close my laptop and leave (...) I think that thanks to the activism it was possible to achieve it – after work I focus on activism" [AF]
More free time for creative work	"These jobs give me a lot of space for creative work, I can start to think (...) the situation is paradoxical, because I do not want to have an employment contract – a full-time job takes out 9 hours of the day" [PS]
Regular job as an inspiration	"From those works that are imitative and mechanical, I [sometimes] draw the inspiration for theatrical creativity" [PS]

Source: data from author's own research.

Apart from the benefits of combining various types of activities, the respondents also mentioned the costs – both objective and subjective. Objective factors included lack of free time for personal development and rest as well as lower efficiency at a regular job. As a result it translated into slower career development, lower quality of work, lower salary and level of possessed skills. It was perceived as an alternative cost of focusing on additional activities (art, activism) outside of regular working hours. This was partly in contradiction to the opportunity of greater personal development that was declared as benefit by some respondents. The feeling of alienation was also mentioned as a subjective cost. It was experienced both within the professional group and within group of activists and artists. On the other hand, it is very possible that the sense of alienation from professional group used to be present at the beginning and it was the reason for enrolling in an additional activity (as JJ mentioned). Nevertheless, the respondents also experienced several conflicts of values and priorities. A detailed description of disadvantages of hybrid career model is included in Table 4.

Table 4. Costs/disadvantages of combining different types of activities

Cost	Exemplary statement [respondent]
Slower pace of one's career development	"I could have been in a different place in this company, if I had focused only on my professional career" [BK] "I don't have space to search for additional jobs" [AF]
Alienation (1)	"I don't know any other programmer who doesn't program in his/her free time – in this sense I feel totally alienated" [AF]
Alienation (2)	"While some activists can stay up very late [at the parties] during the week I have to remember I will have to get up [to work]" [AF]
Conflict of values	"I feel remorse that as an anarchist I work in a corporation" [AF]
No time for one's skills development	"I do not have time to think about improving my skills" [AF]
No time to rest	"I would also like to go on an ordinary vacation [but] I have to analyse: to spend my holidays on activism or on myself" [AF]
Lower quality of performed tasks	"In the programmer's work, there are many moments when there is nothing to do, as if we should browse the code then, I have a bit of remorse that I do not do it, but I spend this time on [online] activism" [AF]

Source: data from author's own research.

The aim of the next part of the study was to check how the hybrid careers met the expectations of the respondents and if any modifications would be appreciated. For all of the respondents hybrid work was the model of preference. None of them wanted to give up the additional activity ("I have so much frustration, because of how the world looks like that it is hard for me to imagine the situation in which I stand aside" – AF). Nevertheless, some of the respondents already took up the initiatives to set additional limits to their regular jobs ("I limited the full-time job to 4/5 to have more time for activism" – AF, "I think about working only part-time" – JJ). According to two respondents, hybrid careers were an antidote to burnout. They indicated that the earlier transformation of certain hobbies into a profession was associated with the imposition of coercion and a structure, which eventually turned out to be frustrating for them:

"This dream was to focus on film studies and to be able to make a living out of it [but later it turned out that] the film festival curator has to watch hundreds of sh**** movies… you lose the pleasure of it (…) gradually I gained such a disgust I stopped watching movies at all (…) institutional machine, you reach the wall, you have no fun at work" [PS].

What is more, the diversification of activities enabled the respondents to avoid getting "lost" in one's job and took away the fear that being paid for something that was enjoyable would make money an overriding value:

"I have such a concern that if I were a full-time activist, it would tire me somehow (…) I am afraid that at some point I would become motivated only by money, I would be afraid that activism… will not arouse this flame in my heart" [JJ].

On the other hand, an important issue for respondents was the sense of fairness related to their remuneration. Working "only for ideas, not for money" in certain circumstances was described as unacceptable. It depended on the point of reference ("I'd rather not agree and get into a situation where someone earns millions of coins and wants to offer me [only] prestige. I have no problem doing something for free if everyone in a team is doing it for free" – PS).

Motivation to enrol in a hybrid career was diverse. It was related to several needs: obtaining pension insurance, going on sabbatical leave (in case of burnout) and changing one's employer (non-governmental organisations instead of corporation). One of the respondents wanted to turn her additional volunteer activity into a political career ("Parliament is a good place for activism" – BK). Focusing only on her career in business was acceptable as an option only under the condition that a portion of her future (high) earnings would be allocated for a good cause ("to have such a level of remuneration that would enable me to support some social organisation" – BK). Other aspirations included becoming a yoga instructor (as an alternative giving the opportunity to work abroad in the future under the threat of political repressions in Poland. One of the respondents was also interested in focusing only on art projects as soon as his personal brand is strong enough.

The aim of the next part of the study was to analyse the situations related to the experience of *flow*. It occurred that this happened more often during additional activities related to the social mission. Nevertheless, indirectly related professional tasks could contribute to the occurrence of *flow*, for example as an inspiration for certain performances [PS], opportunity to use certain skills in a new context [AF] or to undertake preferred type of tasks, which, however, was easier in non-professional situations [BK]. All respondents indicated that in their case *flow* was achievable in the context of the regular job, but it was less frequent. Interestingly, the situations in which the respondents experienced *flow* were very diverse, both during individual and team activity, creative and non-creative work, etc. Examples of the situations are included in Table 5.

Table 5. Situations in which respondents experienced *flow*

Characteristics of the situation in which *flow* was experienced	Type of activity
"I can waste a lot of time on it... and it is not a waste of time" [BK]	additional
"At work [I experience *flow*] while building teams and setting up processes, while giving structure to the chaos... activism creates more opportunities for this type of work: you can sculpt there" [BK]	additional regular job
"When I do something on high adrenaline... I go out for the night postering for the first time in my life, I do not know what will happen (...) all things on the verge of legality (laughs)" [AF]	additional
"Direct actions give such a great agency, look, I have painted a poster, I hang it, some people can notice it, such actions also strengthen relationships with other activists" [AF]	additional
"When I have it in my head, I just sit and pat (...) it comes (...) when it goes smoothly, there are such very nice moments" [AF on programming]	additional
"I'm drawn to the tasks around which cool people revolve" [AF]	additional
"It was different than in Poland (...) we were chanting for 2 hours without a break (...) we had two times more slogans, because Belgium is bilingual (...) I totally scuffed my throat, but I was also totally happy at the same time" [AF]	additional
"What gives me being in a public space, a very carnal experience, and anger and pride that on this street I can show, either by dancing or shouting, let go of energy, it is such as *catharsis*" [JJ]	additional
"Writing a grant for Fem Fund [Feminist Fund] – I was excited about this idea, while writing I had such a feeling that wow, we are doing something important, that it is great and it was really fun to write" [JJ]	additional
"Writing grant applications, when you have a great idea and want to describe it, that all this will delight" [PS]	additional
"When you come up with something, while working with other people you think, think, think, it's hard and suddenly we got the solution or idea" [PS]	additional

Source: data from author's own research.

Conclusion

In the case of the analysed hybrid work, the sense of the meaning of work and the "internal need" (*calling*) were mentioned among the reasons behind choosing that type of career (or rather – for hybridising the existing career). However, it is worth mentioning that in the case of two respondents, the earlier idea makes the entire career path a "meaningful job". Nonetheless, after some time they decided to combine different types of activities instead of focusing on a specific one. In both cases, it happened after the respondents experienced professional burnout. This thread of a hybrid career as an antidote to burnout would be worth exploring in further research projects. As already mentioned, the research shows that professions with a social mission usually do not bring a sufficient financial reward – financial considerations were indicated as important in the context of hybridisation. It also turned out that the additional activity was more closely linked to the identity of the respondents. Their approach towards it was also more emotional than towards their regular job. It was important for the respondents to act for the benefit of others, but their choices were also considered in the context of meeting one's own needs (intellectual, social – a sense of community, the need for a specific type of professional activity – usually less structured one). The orientation towards fulfilling one's own needs may result from the manner of conducting the interviews (i.e. due to the methodological reasons), but it may be related to the fact that all respondents had the experience of psychotherapy. In this context, it would be interesting to explore the meaning of work and of adjusting the career to one's needs in the context of being (or not) in the therapeutic process and general sense of self-awareness.

In case of the *flow* experience, the results are consistent with the part of the research results claiming that this state is more often experienced in relation to self-chosen activities. On the other hand, the respondents indicated that they were also capable of experiencing it during their regular job. The *flow* experience was strongly related to their general preferences regarding the characteristics of the performed tasks. In this context, the hybridity was also a response to their diverse, often contradicting needs (as in the case of AF, who at the same time wanted clear expectations and stability, on the other hand – rush of adrenaline and participation in the so-called "borderline actions" related to activism). However, this was not always the case – some respondents tried to build their careers based on the sense of meaning from the very beginning. In their case the hybridity was just another stage developed by trial and error.

The conducted study, despite relatively small sample group, outlines several challenges related to the human capital management. Firstly, the sense of meaning at work and the willingness to act for the benefit of the social mission constitute a significant amount of skills and energy. It may be beneficial to use it in the context of one's workplace. This solution would enable to avoid the difficulties mentioned by the respondents: lack of time to develop their skills, lower productivity and lack of motivation to take up new challenges. An employee volunteer programme implemented in certain companies may be a solution to this problem. Secondly, a flexibility turned out to be an essential value for the majority of the respondents. It was related both to the working hours and the tasks performed by an employee. An increase of flexibility (e.g. by reducing work to 4/5 of a full-time job mentioned by one respondent) implemented by a company would facilitate combining different roles and activities by the employee. As a result it would increase employee loyalty related to a company. Thirdly, prevention of burnout and taking care of one's mental health at the workplace remain very vital issues. In this context, it would be recommended to implement appropriate procedures, enrich the benefit offer (e.g. by adding psychological and psychotherapeutic services) and educate managers about these topics in order to provide the corporate environment that takes care of the mental health of their employees.

It is recommended to deepen and extend the qualitative research and supplement it with a quantitative component. During the qualitative research related to *flow* it would be beneficial to check the links between the emotional experiences and certain types of activities. Moreover, one respondent mentioned that "the state of *flow* leads to burnout". This topic deserves further development – is an emotional engagement a risk factor of professional burnout? Where are the limits and how to set them in order to avoid this burnout?

The understanding of *flow* experience may be useful in creating more effective team management strategies – both in the context of increasing job satisfaction, but also preventing the burnout and providing lower employee turnover. This topic also deserves further analysis. The measurement of *flow* may assure more efficient allocation of the human capital.

It would be also beneficial to conduct the interviews with larger group of respondents. Interviews should be conducted with those who do not pursue hybrid careers and choose either "professional activism" or employment not related to the social mission. In this context, it would be interesting to analyse the benefits and costs of preferred form of activity and the frequency and circumstances of the *flow* experience. This would allow us to answer, inter alia, the question of how activities related to the sense of mission should be funded in order to maximise one's job satisfaction.

It would be also recommended to supplement the research project with a quantitative component. Study on a representative sample of activists and volunteers could explore the following topics: the valuation of their work, the way in which the valuation was made, the type of skills utilised at their regular job and during their additional activities. It should also focus on the assessment of hybrid work based on their own experience or attitude (with real or imagined benefits and costs). To sum up, the topic of hybrid careers in the context of work related to the sense of mission is no doubt worth exploring, especially because there are still many areas of the *flow* research that have not been analysed in the Polish context.

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MILLENNIALS, MEANINGFULNESS AND HYBRID WORK – POLISH CASE STUDY

Abstract

The aim of the article is to analyse the phenomenon of the hybrid careers of persons combining professional activity with the additional one. The participants of the study included young adults from the Millennial generation who combined two roles in their professional life, including one related to activism, cultural activity, volunteering or working for non-governmental organisation. The qualitative study conducted in the first quarter of 2021 included interviews with respondents born between 1980 and 2000. It focused on the reasons behind their engagement in the hybrid work, on the practical aspects of the hybrid careers, benefits as well as on costs and related preferences. Their hybrid careers were considered in the context of the *flow* experience. The discussion includes the preliminary conclusions from the project and recommendations for further qualitative and quantitative research.

Keywords: commitment, sense of work, flow, hybrid careers

JEL classification code: M54

MILENIALSI, SENS PRACY I HYBRYDOWE KARIERY – POLSKIE STUDIUM PRZYPADKU

Streszczenie

Celem artykułu jest analiza zjawiska hybrydowych karier wśród osób, którzy łączą pracę zarobkową z dodatkową działalnością związaną z aktywizmem, twórczością artystyczną, wolontariatem albo pracą na rzecz organizacji pozarządowej. Analizie podlegało pięć aspektów: praktyczny wymiar karier hybrydowych, motywacja do podjęcia działalności dodatkowej, uzyskiwane korzyści, ponoszone koszty oraz sytuacje, w jakich respondenci doświadczali stanu *flow.* Badanie miało charakter jakościowy – wywiady swobodne przeprowadzono w pierwszym kwartale 2021 r. z czterema osobami dobranymi metodą kuli śnieżnej. Respondentami były osoby urodzone w latach 1984–1995 (milenialsi). Wyniki wskazują na zróżnicowanie sposobów i nastawienia do podejmowania hybrydowych karier. Do najciekawszych zaobserwowanych zjawisk należało wzajemne przenikanie się poszczególnych ról i aktywności, związki między karierami hybrydowymi a wypaleniem zawodowym oraz zróżnicowane motywacje do podejmowania działań związanych z realizacją misji społecznej. W dyskusji omówiono uzyskane wyniki w kontekście dotychczasowych badań wraz z propozycją rozszerzenia ich o komponent ilościowy i jakościowy.

Słowa kluczowe: zaangażowanie, sens pracy, flow, kariery hybrydowe

Kod klasyfikacji JEL: M54

JOANNA SAMUL*

EXAMINING THE IMPACT OF SPIRITUAL WELL-BEING ON PERFORMANCE OF VIRTUAL STUDENT TEAMS

Introduction

A virtual team has become the basic unit for many organisations in the digital era. Only a few years ago, 40% of the employees spent at least half of their time at working virtually [Hoch, Dulebohn, 2017] and 85% of the corporation employees work in virtual teams [Hacker et al., 2019]. Virtual teams have emerged as a dominant structure in the contemporary business environment, creating business value [Chatfield et al., 2014]. Today, the number of organizations working virtually and the number of teams working remotely have increased dynamically.

Virtual work has obvious benefits for organizations like diverse knowledge resources, time, cost savings, and more affordable opportunities for collaboration [Gibson, Gibbs, 2006], it also comes with many management challenges [Jimenez et al., 2017; Lukić, Vračar, 2018]. Being a leader in virtual teams has now become a part of almost every leaders' daily work. Leaders will face the challenge of how to lead the team virtually and how to influence the meaning of work. Virtual work will require different means of engaging the remote workforce. It has revealed new challenges for the leaders regarding ways of caring for themselves, employees, and organisations [Yawson, 2020] and approaches to leading them under stressful and uncertain conditions. A remedy for these challenges can be taking care about spiritual well-being.

Employee well-being is a multidimensional construct, which is usually defined as subjective well-being, employees' state of happiness, sense of flourishing in life, happiness, quality of life, life satisfaction, sense of meaning and self-realization

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[Hills, Argyle, 2002; Diener et al., 2010]. According to the developing concept of spirituality since the 1990 s [Samul, 2020], spiritual well-being has emerged as a new conceptualisation of employee well-being [Fry, 2003]. Spiritual well-being is a sense of engagement in a work community, a sense of connectedness, and a sense of meaning of work [Milliman et al., 2003].

This study examined the need of paying attention to spiritual well-being at work in a virtual team. Taking into consideration the characteristics of virtual teams, it seems that there is nothing about spirituality in the context of virtual work. Thus, it is important to determine whether spiritual well-being can influence team members during virtual work. Secondly, this study explored the relationship between calling, membership and performance when working in a virtual team.

This paper is structured as follows. The first section provides a characteristic of a virtual team and review of spiritual well-being and team performance. Hypotheses and theoretical model are then developed under this section. The next section describes the research methods and results that were used to support the field study. The remaining part of the paper concludes with a discussion of the findings, limitations, and directions for further research for spiritual leadership theory development in the context of virtual teams.

1. Theoretical background

Virtual team is defined as "a group of geographically, organisationally, and/or time-dispersed workers brought together by information technology to accomplish one or more organisation tasks" [Powell et al., 2004: 7] and is characterised by temporary lifespan and membership [Purvanova, Bono, 2009]. This definition provides several challenges related to managing such a team – the lack of face-to-face relationships and a limited period of collaboration may weaken ties among members, reduce commitment, and decrease a sense of the importance of collective working, and hinder the leader's influence on the team and on an individual member. Several studies confirm a negative impact of virtual work on relationship of virtual employees with leaders [Van Veldhoven et al., 2020]. This can limit the impact of leaders on team members' attitudes such as motivation and commitment, which are difficult to maintain in virtual teams [Samul, Petre, 2019] "without the benefit of informal coffee, lunch, or corridor chats" [Agrawal et al., 2020: 2]. The lack of social connections makes bonding with colleagues and organisational community difficult [Graves, Karabayeva, 2020], and it is hard to maintain team's identity [Maznevski et al., 2006]. A sense of membership can be disrupted in that situation. Thus, the requirements for creating successful virtual teams include building relationships that can enhance team performance [Zigurs, 2003]. Leaders in virtual teams are responsible for building trust, norms and shared meanings; and establishing a group identity [Pearlson et al., 2016]. Leader should not only be leader but "results catalyst", a business analyser, or even a coach, but also a living example [Rezgui, 2007].

A number of studies shows how teams become inspired by spirituality [Dalcher, 2016; Nandana et al., 2019]. Spirituality influences spiritual climate and team-level innovative behaviours [Pandey et al., 2019]; team productivity and life satisfaction [Jeon et al., 2013]; it adds to the number of high-performing teams [Ritter, 2014; Yang et al., 2019]. Therefore, we can expect that spiritual dimension like spiritual well-being may be significant also in a virtual team.

Spirituality at work is commonly characterised by: a sense of transcendence, calling or being called and a need for social connection or membership [Maddock, Fulton, 1998]; inner life, meaningful work, and belonging to the community [Dehler et al., 2003; Ashmos, Duchon, 2000]; a feeling of the meaning of work, a sense of interconnection with others, and mutually aligned individual and organisational values [van Saane, 2019; Ashmos, Duchon, 2000; Milliman et al., 2003]; or meaningfulness and meditative experience at work, sense of community, authenticity and working with a concern for larger social and natural environment [Pandey et al., 2019]. For the purpose of the analysis, three dimensions of spiritual well-being were chosen: calling and membership as the important dimensions for virtual team, and performance as team effectiveness. These dimensions seem to be crucial for a virtual environment that tends to reduce the feeling of calling, membership and performance [Van Veldhoven et al., 2020; Graves, Karabayeva, 2020]. The more detailed significance of these dimensions is presented below.

Calling

Analysing the existing dimensions of spirituality, it is noticed that all authors have agreed that meaning or calling are significant for creating spirituality at work. Calling refers to the "experience of transcendence or how one makes a difference through service to others and, in doing so, derives meaning and purpose in life" [Fry, 2016]. In the context of organisation calling, it is a sense of meaning and purpose of work. A sense of calling makes a professional believe his/her profession is valuable, and he/she is proud of being a member of it. This can cause one to find his/her own work's purpose and meaning.

Membership

When a leader causes the employees to feel that their job and lives are special and meaningful, it results in membership [Chen, Li, 2013]. Membership involves establishing an organisational culture based on altruistic love whereby leaders and followers have genuine care, concern, and appreciation for both self and others, thereby producing a sense of membership that is understood and appreciated [Fry, 2003: 695]. Appreciation may help employees feel valued, unleashing their intrinsic motivation and desire to excel [Fagley, 2012]. Having a sense of being understood and appreciated is largely a matter of interrelationship and connection through social interaction and thus membership [Fry, 2016]. People with membership have an awareness of being a part of a community and are connected to others at work.

Performance

A high degree of spirituality at work is essential to organisational performance [Fry, Matherly, 2006]. By improving spirituality at work, leaders can promote calling and membership and, thus, individual and organisational performance. Research concerning this reported that membership has an impact on team productivity [Jeon et al., 2013], and spiritual leadership is positively related to team performance through a meaningfulness climate [Yang et al., 2019]. To remain competitive and grow high-performing teams in this fast-paced business climate, organisations may need to look beyond conventional strategies to expand business profitability and workforce productivity [Ritter, 2014].

This leads us to the following hypotheses:
Hypothesis 1: Calling can positively influence performance in a virtual team.
Hypothesis 2: A sense of membership can positively influence performance in a virtual team.

2. Research Method

Participants and procedure

Participants included university students of Faculty of Management. The students had to work online from March 12 to June 21 of 2020 due to COVID-19 situation. The participants that took part in the survey worked in small (4–5 persons) virtual teams. The students formed teams themselves. The participants worked only virtually and had to find a solution to certain management problems described in the case study – the same for each team. The survey was conducted with 185 students. Characteristics of the participants are shown in Table 1.

Three parts of questionnaire about spiritual leadership [Fry, 2008] were adopted in the study:

- Calling with 4 questions about a sense of work meaning in a team;

- Membership with 4 questions about the sense that a team member is understood and appreciated in a team;
- Performance with 4 questions about efficiency in producing results and outcomes in a team.

Table 1. Characteristics of participants

	Respondents [n=185]	
	n	%
Gender		
Female	104	56.3
Male	81	43.7
Education		
Master	57	30.8
Bachelor	128	69.2

Source: own study.

The question of this study was slightly changed in comparison to the original questions, for example: "In my department everyone gives his/her best efforts" (original) to "In my team everyone gives his/her best efforts"; or "I feel my organisation appreciates me and my work" (original) to "I feel my team appreciates me and my work".

The questionnaire was translated into Polish and coded so that they could be matched for further analysis. A five-point Likert scale ranging from 0 (totally disagree) to 4 (totally agree) was also used in this questionnaire. The questionnaire was filled by the participants after working in virtual teams (at the end of the semester). Three responses from one team are a sufficient number for data aggregation at the team level [Richardson, Vandenberg, 2005; Tracey, Tews, 2005].

3. Results

The descriptive statistics – mean, standard deviation, and correlations of calling, membership and performance in virtual teams, as well as Cronbach's coefficient alpha are shown in Table 2. The reliability analysis indicated acceptable internal consistency (i.e., alpha = 0.70 or above) for all constructs and subscales [Hussain et al., 2019; Nunnally, Bernstein, 2010]. The reliability is acceptable for three dimensions; these values range from 0.77 to 0.89. The correlations between three constructs are positive and significant ($p < 0.05$).

Table 2. Descriptive statistics and correlation

	Mean	Stand. deviat.	Cronb. alpha	1	2	3
1. Calling	2.90	0.89	0.77	-		
2. Membership	2.89	0.98	0.89	0.81	-	
3. Performance	2.96	0.79	0.74	0.78	0.73	-

$p < 0.05$

Source: own study.

The Confirmatory Factor Analysis (CFA) as a common adopted method [Qing et al., 2019] was employed with the most important fit indices including chi-square value (χ^2), degrees of freedom (df), RMSEA, GFI, AGFI, NFI. The baseline model of the study provides the most appropriate fit indices: RMSEA < 0.05; GFI, NFI > 0.95; AGFI > 0.9 (Table 3).

The model was further analysed by using the path coefficients (β coefficients and significance). The results are given in Table 4. H1 of the study was "calling can positively influence performance in a virtual team". The evidence from Table 4 proves H1 ($\beta = 0.396$; $t = 7.252$; $p < 0.01$). Similarly, H2 demonstrates the influence of membership on performance in a virtual team ($\beta = 0.310$; $t = 5.208$; $p < 0.01$).

Table 3. Model fit indices

	χ^2	df	RMSEA	GFI	AGFI	NFI
Baseline model	30.63	13	0.011	0.957	0.908	0.961

Source: own study.

Table 4. The path coefficients for hypotheses for the model

Hypotheses: path	β	Stand. error	t-statistics	p
H1: calling-performance	0.396	0.055	7.252	0.000
H2: membership-performance	0.310	0.060	5.208	0.000

Source: own study.

The results of the study support the tested hypothesis 1 and 2 that demonstrated a positive correlation between the constructs. The findings confirm that the calling has a positive impact on performance of a virtual student team, as well as membership. Firstly, this means that the dimensions of spiritual well-being such as: calling, membership, and outcomes such as performance are important in a virtual team. Although it could seem that spirituality in virtual work does not matter, the findings of this study have shown that spirituality is important for a team member working virtually. Secondly, the results mean that spiritual leadership strongly influences not only the “soft” and “spiritual” side of teamwork like a sense of calling and membership, but also the “hard” aspects like performance. Thirdly, the findings showed that not all dimensions of spiritual leadership have the same significance. Particular dimensions of well-being can have different levels of influence on outcomes.

Conclusion

This paper reduces the gaps in the literature in the context of spirituality in virtual teams through indicating the correlation between calling and membership and performance. This study addresses the issue of spiritual well-being in a virtual team and has contributed to team literature development. The findings of this study showed that spiritual well-being should be considered as a concept that sheds light on the meaning of spirituality in the virtual workplace. The spiritual well-being concept promises to contribute significantly to the growth of spirituality in virtual organisations or real life organisations, where people work not only conventionally, but also virtually. In the context of a growing number of this kind of organizations and teams, spirituality may be a critical factor for creating and maintaining a sustainable workplace and a necessary condition for organisations to be successful in today’s internet-driven environment.

Next, this study has a contribution in leaders’ approaches to employees. Leaders need to be aware of the spiritual side of the members of the team. Understanding the existence of spiritual needs, such as a sense of calling, membership and desire for efforts of members, is a key task for leaders in today’s organisational environment. Paying attention to spiritual values and practising them in the context of a virtual workplace can induce feelings of belonging, being appreciated, being understood by an individual, and can improve efficiency and effectiveness of a team. The challenge for the leaders is to develop a sense of calling and membership in their employees that will affect their performance. The results obtained highlight the need to develop a spiritual leadership theory that incorporates spirituality in a virtual team and provides a better understanding of the need to meet the spiritual needs of team members by leaders.

The current study has certain limitations. The most important limitation is the small number of participants and teams. However, the classes gave the opportunity to conduct a survey that could be very difficult to carry out in the “natural” field. The second limitation is a sample of students. The business context of virtual work might be different from student context. Although, the results cannot be generalised, the study might be a very good starting point for in-depth research into the topic of spiritual well-being in virtual teams. As a further direction of research, it would be worth conducting the survey on a larger scale with a representative sample.

The next limitation is the application of only three constructs of the spiritual leadership concept in the context of a virtual team. It seems that these three dimensions are the most important according to the literature reviewed. Calling and membership as dimensions of spirituality are the most commonly mentioned in the literature, as well as performance as a positive result of teamwork. However, the characteristics and challenges of managing a virtual team are very highly specific. This, in turn, leads to the need to consider new and better dimensions of "teamwork spirituality" that can be adapted to the specific work of a virtual team. It would be worth studying all dimensions to determine the most and less important dimensions for virtual teams, or even propose other dimensions of "teamwork spirituality". Thus, a tool for measuring "teamwork and spirituality" should be further developed.

In conclusion, this study has taken a step towards recognising the significance of spiritual well-being in a virtual team, and this can inspire further development of spiritual leadership theory in the context of teamwork.

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EXAMINING THE IMPACT OF SPIRITUAL WELL-BEING ON PERFORMANCE OF VIRTUAL STUDENT TEAMS

Abstract

Virtual teams are the basic functional units in many organisations. Worldwide pandemic situation gave additional fuel to their fast development. The aim of the study was to explore the impact of spiritual well-being understood as calling and membership on performance of virtual teams. It seems that spiritual aspects of meaningful work environment are now more important for employees than ever before. The study was based on the survey conducted among 185 students working in the virtual teams. Research findings indicate a strong positive correlation between the spiritual well-being and performance of virtual teams. This study provides insights on spirituality in the context of virtual teamwork and can be considered as a starting point for developing further research.

Keywords: well-being, calling, membership, performance, virtual team, teamwork

JEL classification codes: M12, L20

WPŁYW DUCHOWEGO DOBROSTANU NA WYNIKI WIRTUALNYCH ZESPOŁÓW STUDENTÓW

Streszczenie

Wirtualne zespoły stanowią obecnie podstawową jednostkę funkcjonalną w wielu organizacjach. Ich szybki rozwój został dodatkowo wymuszony przez globalną pandemię. Celem niniejszego badania jest określenie wpływu duchowego dobrostanu rozumianego jako powołanie i członkostwo na wyniki wirtualnych zespołów. Badania przeprowadzono wśród 185 studentów pracujących w wirtualnych zespołach z wykorzystaniem kwestionariusza ankietowego. Wyniki badań wskazują, że istnieje pozytywna korelacja między dobrostanem duchowym a wynikami zespołów wirtualnych. Niniejsze badanie może stanowić punkt wyjścia do rozważań aspektów duchowości w kontekście wirtualnej pracy zespołowej.

Słowa kluczowe: dobre samopoczucie, powołanie, członkostwo, wyniki, wirtualny zespół, praca zespołowa

Kody klasyfikacji JEL: M12, L20

MARCIN LIS*

UNIVERSITIES – INDUSTRY COLLABORATION: THE STRENGTH OF STRONG TIES

Introduction

The strength of contemporary economy is based on developed relationships between entities representing various potentials and competences. The links between universities and companies constitute a particular case. Science generates new ideas, breaks stereotypes and crosses the barriers of thinking. Business takes risks and faces various expectations existing on the market. The marriage of science and business can lead to the creation of new values generating the competitiveness of individual companies and entire economic structures. The article presents research carried out by WSB University team and was aimed at identifying relations between universities and the business sector. In particular, the scope of this cooperation and the premises conditioning its effectiveness were analysed. The study was conducted on a nationwide sample of enterprises[1].

1. Towards knowledge-based economy

The processes of social-economic development of the 21st century are becoming increasingly complicated and difficult to describe unambiguously. The age of

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[1] Projekt badawczy: *Szkoła wyższa jako kreator procesu rozwoju lokalnego i regionalnego oraz zarządzania transferem wiedzy do biznesu na przykładzie Akademii WSB* zrealizowany w latach 2020/2021, sfinansowany przez Ministra Nauki i Szkolnictwa Wyższego w ramach programu Regionalna Inicjatywa Doskonałości.
Research project: *Higher education institution as a creator of the process of local and regional development and management of knowledge transfer to business on the example of WSB University* carried out in 2020/2021, funded by the Minister of Science and Higher Education within the Regional Excellence Initiative programme.

postmodernism and “liquid reality” undermined the common canons of thinking about the future of societies and economy. Among processes determining the complexity and dynamics of the contemporary world, one can list, e.g.:

- globalisation related to an increase in the density of relationships and the widening of their spatial range, and at the same time to an increase in the sensitivity of economic entities to changes occurring in various parts of the world,
- the development of sectoral networks and cross-sectoral relationships; the transfer of achievements between business, science, education, culture and public institutions,
- balancing competitive and cooperative relationships, including the development of business enterprises based on the strength of associates (the construction of own distinguishing competences in correlation with the competences of partners),
- intergenerational changes, related to the high dynamics of expectations and aspirations of people representing subsequent generations, affecting changes on the labour market and demand on the consumer market,
- an increase in the significance of intelligent specialisations in development policies laid down at a European, national and regional level,
- the necessity to shape the labour market in correlation with changes, and in particular with increasing the qualifications of human capital,
- climatic changes forcing the search for new models of development, both in the technological and in the organisational aspect.

The pressure of changes occurring in the surroundings makes it necessary to look for new ways of development, new products or new technologies. The shaping of the economic change in relation to local economic structures requires a partnership approach, combining the activities and potentials of entities from various sectors. Economic change is not an exclusive feature of the business sector. An equally significant part in this process is played by the public and civil sector, labour market institutions, and the business environment, education, science, as well as the field of research and development.

Economy of the 21st century is based primarily on knowledge; according to the definition of the OECD, it consists of sectors generating, relaying and applying knowledge and information in practice. Knowledge is becoming a product, an independent entity, which drives the development of a company, an industry, an area and the communities inhabiting it. The foundation of success in the knowledge-based economy is the ability to implement radical changes in numerous dimensions of the functioning of companies and partnership shaped at a local, regional, national and EU level. The value of contemporary managerial staff results from the ability to “forget” the previous knowledge and habits, and introduce in their place new knowledge useful from the standpoint of strengthening the competitiveness of a company.

Innovativeness should be perceived in a complex, comprehensive and procedural manner. It is a kind of a social mechanism being a basis for the process of generating new goods or services. Innovative environment is created and strengthened in the process of establishing and developing enterprises and their creation of new products, technologies and markets. In this process, the companies' partners include entities specialised in creating and spreading knowledge, in particular universities [Golińska-Pieszyńska, 2017: 261–270]. In the course of strengthening this role, universities may become central actors in processes of innovation diffusion in regional systems [see: Tagliazucchi, Marchi, Gherardini, Leali, 2021]. The cooperation of science and business is one of the foundations of a self-sustaining, innovative economic development, using a set of specific local resources, in particular those which result from the knowledge and entrepreneurship of local communities.

The ability of companies to absorb, generate and use knowledge (create innovations with a commercial value) is determined not just by a set of internal potentials and capabilities, but also by the surroundings which provide economic entities with a set of the so-called external benefits. These surroundings should be considered not so much as the location of an enterprise (e.g. in terms of transport connections, distances from business partners or recipients), but primarily as a system consisting of entities representing various sectors. In such a system, what also matters apart from the enterprises are the public authorities, non-government organisations, the entities of education, culture and science [Kleiber, 2004]. Contemporary economy is based on a network of complex relationships between partners representing various competences and resources. The combination of complementary potentials determines the innovativeness of both the individual companies, as well as of the entire economic structure. Among mechanisms determining the level of vitality of cities and regions, key significance is attributed to the cross-linking mechanism, related to the inclinations and capabilities of local entities to share various material and immaterial resources, in particular knowledge and ideas, mutual inspiration, the development of cooperation discovering new possibilities for growth, synergistic combination of potentials, including especially in the cross-sector approach [Wrana, 2017; Wrana, 2018].

The challenges presented above inspired the team of WSB University in Dąbrowa Górnicza to undertake research in 2021 on current and postulated relations occurring between universities and business in Poland. The main objective of the study was to identify the premises and conditions for forming long-term relations between higher education institutions and entrepreneurs (with particular emphasis on tools based on modern technological and IT solutions). Among the basic research assumptions is the fact that the diagnosis of partnership relations between science and business needs to be considered at three levels:

- the science sector as the core of innovation in business,
- the science sector as the factor of transforming the competences of personnel,

- the science sector as a force supporting the development and transformation of the economic structure, including the factor of creating relationships and partnerships. The main research issues included:
- evaluation of the current state of cooperation of the surveyed entities with universities,
- desired scope of cooperation,
- factors determining the effectiveness of cooperation,
- perception of universities by the respondents in the context of the represented characteristics and realised cooperation,
- analysis of the current and desired image of HEIs in the context of cooperation.

The conducted research allowed for answering the following question: for what purpose partnerships between universities and companies are (or can be) established, in particular within the scope of:

- directions of interaction and cooperation shaped (emerging) between the science and business sectors,
- the forms of partnership existing between universities and companies, as well as the scope and duration of the partnership,
- motivations of universities and companies forming a basis for the development of partnership – answering the question why entities of the science sector and the business sector establish or want to establish a partnership,
- factors supporting and hindering the development of partnership relationships between a university and a company,
- foundations for industries based on knowledge along with the identification of entities which form or can establish temporary or lasting partnerships in the business-science arrangement,
- supply chains, in which science constitutes a core value, commercialised by business, in particular being a creator of solutions contributing to the development, implementation and improvement of new technologies [Howaniec, Okrzesik, 2015: 167–179].

The role and expectations of universities in terms of their impact on socio-economic development are changing. The research examines different forms of influence of universities on socio-economic objectives [see: Dwitya, Ali, Dawei, 2021: 9–22]. Partnership relationships between the science sector and the business sector can be approached in a broad or in a narrow manner. In the wide approach, it can be assumed that:

- they are shaped around interests bonding entities from the indicated sectors, which can be pursued more efficiently via interaction/cooperation/partnership and the transfer of various values and solutions between the entities,
- they are based on common ideas of success, starting with a vision linking the interests of entities from the science sector and the business sector, and ending with an image of the result of specific jointly performed actions or projects,

- they are implemented via practical actions with a high potential of innovativeness and creativity, aimed at changing the current reality, creating a reality desired by partners from the business and science sectors,
- they refer to relationships established in a situation when partners are expecting that partnership is a way to reach a status, in which the sum of all benefits for each side is larger than possible difficulties resulting from a joint action and the overcoming of divergences resulting from differences between entities operating in sectors with various goals, experiences, competences, etc.,
- they constitute a lasting cement for the coalitions of individual entities representing the science sector and the business sector (taking into account other sectors greatly involved in the creation and implementation of innovations with a commercial value).

In the narrow approach, the partnership of science and business involves two or more partners from these sectors having coordinated – the same or complementary – objectives; partnership is linked with the process of reaching an understanding in order to achieve the effects of synergy, take joint actions with consideration for the sharing of resources, work, risk, responsibility, decision making, power, and above all the benefits which outweigh the costs.

When seeking bases for developing relationships between science and business, one cannot neglect the fact that universities and the academic community are also characterised by a certain type of entrepreneurship. The manifestations of this entrepreneurship vary and they include, e.g. creating and managing research teams, acquiring funds for research, discovering research niches, establishing start-up companies at universities, etc [Chyba, Grudzewski, 2011].

2. The science-business partnership assessed by entrepreneurs

Research project carried out by WSB University team, uses a number of research tools to gather information on the determinants of cooperation between the university and the business sector[2]. It utilises the method of Focused Group Interview (FGI), in an on-line mode; 4 interviews were completed. The research was performed in March 2021, and the respondents consisted of people representing companies both cooperating and not yet cooperating with universities.

For companies not cooperating with universities, 2 FGIs were performed with a total of 12 people from companies from three provinces: Mazowieckie, Świętokrzyskie and

[2] The survey was performed by the *Lokalne Badania Społeczne Company for the WSB University*, under the project titled *PERFECT – Regional Initiative of Excellence at the WSB University*.

Śląskie. Only people representing entities hiring at least 10 employees were qualified for the survey; in each group there were people representing entities hiring more than 50 employees. Industries to be represented in the survey were not precisely defined; however, the preferred industries included finances, insurance, energy, FMCG, pharmacy, fuel, mining, industrial production, services, trade and transport. Respondents included members of the managerial staff and/or decision-makers: people in charge and/or employees co-responsible for making decisions related to the development of companies.

There were also 2 FGIs conducted with companies cooperating with universities; they included a total of 12 members of the managerial staff or decision-makers. Assumptions related to the size of the company, the industry, or the location, were analogical to the companies which did not cooperate with universities. However, a detailed qualification criterion was adopted, requiring the company to engage in at least one of the following activities:

- 1: providing internships for students,
- 2: searching for employees or volunteers at universities,
- 3: opinionating the educational programmes of universities,
- 4: organising joint education modules, courses, trainings,
- 5: participation in meeting and conferences organised at universities,
- 6: cooperation with universities as a partner in projects, e.g. of research and development,
- 7: making use of the expert knowledge of the academic staff,
- 8: making use of the results of research performed at universities,
- 9: involvement in charity events and other social actions organised by universities,
- 10: participation in advisory bodies operating at universities,
- 11: inspiration by innovations which are popularised by a university, e.g. new technologies,
- 12: inviting a university as a partner in organised undertakings, activities, etc.

The performed survey indicates a somewhat ambiguous, but still promising image of relationships shaped between science and business. The managers of companies recognise that cooperation based on mutual favours is a source of benefits and satisfaction resulting from this type of cooperation. Such a statement proves how important it is to base partnership to identify properly each party's expectations. Moreover, each partner must first rethink and clearly define their own expectations, and then precisely communicate them to the potential partner. In other words, the unidirectional model of relationships does not encourage the formation of bonds between universities and companies; it lowers the level of satisfaction with the cooperation, it discourages work on the partnership and its strengthening or deepening.

The level of satisfaction with the pursued cooperation is also confirmed by quantitative data developed in the CATI survey examining a sample of 350 companies[3].

The conducted research indicates that the level of satisfaction of companies regarding their cooperation with universities is high, as expressed by 93% of respondents. A higher value of the level of satisfaction (98%) was recorded in the group of entities organising joint education modules, courses or trainings in cooperation with universities.

Table 1. The level of satisfaction with cooperation carried out so far

	Satisfied (4+5) (%)	Dissatisfied (1+2) (%)	Average on a scale of 1–5[a]
Cooperation type	93	1	4.34
providing internships for students	94	1	4.45
searching for employees or volunteers at universities	95	2	4.44
making use of the expert knowledge of the academic staff	95	1	4.44
making use of the results of research performed at universities	96	-	4.41
participation in meetings and conferences organised at universities	94	2	4.4
inspiration by innovations which are popularised by a university, e.g. new technologies	94	3	4.37
organising joint education modules, courses, trainings	98	-	4.33
involvement in charity events and other social actions organised by universities	95	-	4.33
cooperation with universities as a partner in projects, e.g. of research and development	95	-	4.3
inviting a university as a partner in organised undertakings, activities, etc.	90	3	4.26
opinionating educational programmes of universities	90	1	4.23
participation in advisory bodies operating at universities	86	5	4.19

[a] Participants in the survey rated the strength of relationships with universities using a five-degree scale, where 1 – very dissatisfied, 5 – very satisfied.

Source: own study based on Report on the research performed under the project: *PERFECT – Regional Initiative for Excellence at the WSB University* [2021].

Another key aspect is the permanence and longer, indeed strategic prospect of cooperation, which – according to the respondents – should not be action-based, or temporary. It is a desired model to build mentioned cooperation in a procedural aspect; as part of this process, it is recommended to define stages accepted by the partners,

[3] CATI qualitative research under the project *PERFECT – Regional Initiative of Excellence at the WSB University* in a period from November 2020 to March 2021.

or milestones related to specific effects and the consecutive phases of partnership. This will facilitate monitoring the results of cooperation, and it will also constitute motivation for gradual transformation and consolidation of partnership.

Graduate relationships are an important factor influencing the cooperation with universities. The respondents provided both positive and negative examples of building relationships with their alma maters; however, it is beyond doubt that there is a potential for the creation of this type of solutions; they can be relationships with graduates who today hold managerial positions in companies, but also with the employees of lower levels in companies.

The entrepreneurs believe that they are usually the ones being initiators and cooperation-seeking parties. Such an opinion proves an important chance for the development of cooperation, which is the perception of the significance of partnership by managers. At the same time, the respondents clearly expressed their desire for increased activity of universities within the aforementioned scope. According to the surveyed entrepreneurs from both groups, universities do not take initiatives of this type of cooperation, which according to the respondents can result from the absence of proper organisational units, or people assigned to execute this type of tasks. For the interviewees, the structure of universities lacks transparency and seems incompatible with the specifics of cooperation with economic entities. Respondents representing companies both cooperating and not cooperating with universities believe that universities function under entirely different logic, which is completely unlike the principles of operation of commercial entities, which focus on practical aspects and on achieving market successes. There are barriers of a structural and conscious nature, involving, e.g. the set of shared values defining the organisational culture. In the respondents' opinions, there is a lack of space, or developed mechanisms for this type of cooperation (the so-called good practices), related to the creation of possibilities to meet and exchange the experience of practitioners of business and the academic community. The creation of this type of solutions (e.g. conferences, cooperation platforms) could become a key element of the designed model of establishing or strengthening relationships between universities and external stakeholders.

Among chances which can drive the cooperation of universities with business, one can list "demand" chances resulting from expectations expressed by the respondents, referring to the important functions served by universities in their environment. Among them, the following stand out:

- commitment to inhabitants, the local community,
- dissemination of innovations and new technologies (this aspect was addressed, e.g. in the context of the current needs of business, related to the necessity of functioning in a remote mode during the COVID-19 pandemic),
- training of staff for the economy and the society,

- extensive cooperation with business, e.g. research performed along with entrepreneurs,
- focusing on practice and on solving real problems,
- dissemination of knowledge on various subjects; social education,
- expertise, counselling in the social and economic environment – this type of services should be “tailored”, and thus adjusted to the individual needs of entrepreneurs, identified based on a comprehensive diagnosis,
- cooperation with graduates,
- taking initiative, greater openness in relationships with the outside world, “reaching out…”,
- being up to date, catching up with the current knowledge, setting trends.

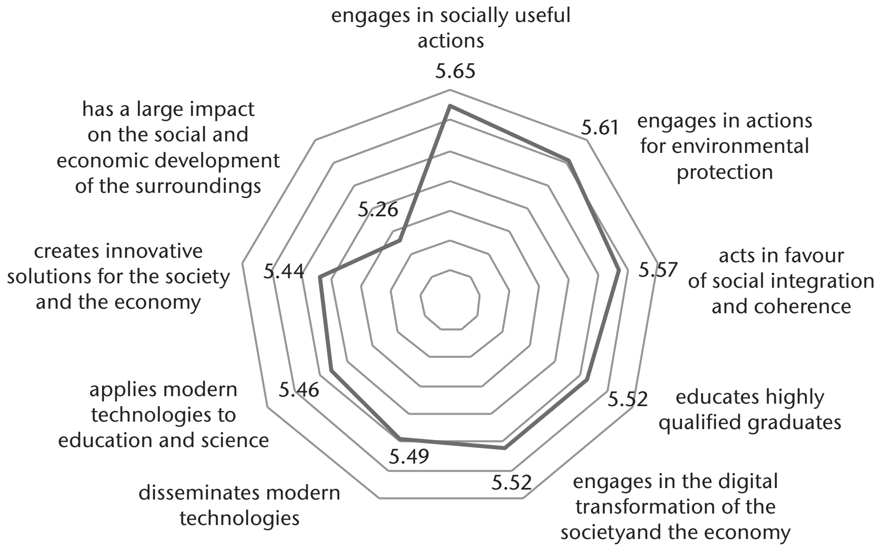
It is clear that the expectations of companies with respect to universities are highly diverse. It should be noted that they do not apply to purely implementational issues, meaning the creation of solutions with a market value. Companies see in universities the leaders of the contemporary world, the creators of ideas, entities popularising knowledge from various areas.

Here, one should mention the assessment of the role which the representatives of enterprises see in a university. In the aforementioned quantitative study, enterprises emphasised the issues of the universities’ commitment to their surroundings and the quality of education as the key role of universities.

The representatives of companies not cooperating with universities are considering the initiation of obvious, elementary forms of cooperation with the science sector; it confirms the stereotype that, at the initial stage of establishing relationships, the developed relationships are rather shallow, based on utilisation of the potential and competences of universities (a relationship of the “service provider – service recipient” type, using a university’s offer of education or expertise). It may seem that companies focus on searching for simple forms of cooperation, since they do not possess the knowledge that it is possible to build more advanced relationships. Respondents from this group underlined the necessity for the universities to emphasise the fact that it is attainable to establish more permanent and deeper partnerships related to various issues, in particular cooperation regarding technology, personnel or design.

Companies cooperating with universities indicated different types of experiences. Although some of them also pursued simple forms of cooperation with universities, in the studied group there were also people representing entities with much more advanced and long-term relationships with the sector of higher education. Such entities implemented more complex joint undertakings with universities, including research and development projects. The evaluation of such cooperation among entrepreneurs is high, proving good prospects of cooperation for the future. In spite of various barriers of a structural and conscious nature, there is a need to create this type of links, like, e.g. platforms for exchanging experience and matching partners (e.g. based on solutions similar to brokering).

Figure 1. The rated perception of the activity of universities (on a scale of 1–7[a])



5.65 engages in socially useful actions
5.61 engages in actions for environmental protection
5.57 acts in favour of social integration and coherence
5.52 educates highly qualified graduates
5.52 engages in the digital transformation of the society and the economy
5.49 disseminates modern technologies
5.46 applies modern technologies to education and science
5.44 creates innovative solutions for the society and the economy
5.26 has a large impact on the social and economic development of the surroundings

[a] Participants in the survey rated the strength of relationships with universities using a seven-degree scale, where 1 – I definitely disagree, 7 – I definitely agree.

Source: own study based on Report on the research performed under the project: *PERFECT – Regional Initiative for Excellence at the WSB University* [2021].

The examined entrepreneurs from all groups appreciate the substantive competences of universities, and they also see a considerable change in the manner of their functioning within a longer timeframe, related to a noticeable improvement with respect to the infrastructure of universities (e.g. residential facilities, equipment, inventory); this is largely related, e.g. to the utilisation of external funds, including from the EU, which support the execution of research projects, the extension of the educational offer, and above all the initiation of research and development projects. In the past, universities were perceived as outdated and not adjusted to the requirements of the present day, while currently this way of perceiving them is undergoing a visible evolution. The image of universities is diverse, depending on the industry represented by entrepreneurs; however, it can be clearly seen that there is an increasing appreciation for the uniqueness of access to specialised equipment, as well as innovations and technical novelties which can be offered by the entities of the higher education sector; this is noticed in particular by the representatives of the medical and metallurgical industries, paying attention to the necessity of performing research or certification.

The interviewees also see a noticeable evolution of approaches in the academic environment, towards modernity and greater openness to cooperation with entrepreneurs. The above phenomenon is associated by respondents mainly with the generational change at universities.

Respondents from all groups expressed their interest in learning about or using various solutions related to computer technology. It should be especially stressed that, in spite of appreciation for the weight of this type of tools, e.g. related to work in the on-line mode, cyber safety, or the robotisation and automation of processes, the respondents greatly emphasise the strong need to maintain interpersonal relationships. This particular aspect cannot be neglected in the process of developing and strengthening bonds between universities and the outside world.

Table 2. Limitations and barriers for developing or strengthening relationships with universities

Companies not cooperating with universities	Companies cooperating with universities
Negative experiences from the past (e.g. feeling of no benefits, unilateral benefits – only for the university	Negative experiences from the past, “bad practices”
No partnership relationships	Incompatibility with the needs of the market (including the labour market)
No initiative on the university’s part	No initiative and will of cooperation on the university’s part
Incomparably high expenses relative to the produced results (e.g. time-consuming, inefficient cooperation)	The organisational structure and the manner of managing universities; no people or organisational units specialised in cooperation with entrepreneurs
Low level of the entrepreneurs’ knowledge, no flow of information about the possibilities of using the university’s offer	Low quality of education at certain universities or faculties (e.g. sharing outdated, obsolete knowledge)
Incompatibility of the university regarding cooperation with entrepreneurs (e.g. no assigned people or organisational units)	Low level of knowledge about the possibilities of (more advanced) cooperation; no ideas for innovative actions; focusing on simple forms of cooperation
No flexibility or openness of the university to cooperation (“fossilised structures…”)	
Limitations resulting from the specificity of certain industries (“there is simply no such need…”)	

Source: own study based on the results of focused group interviews.

Conclusion

The performed research indicates that Polish companies do not need to be particularly persuaded into the partnership of science and business. There are visible potential benefits of cooperation and conditions determining its efficiency. However, the managers also point out a number of barriers hindering, and sometimes even preventing such cooperation. The deficiencies of partnership are rather attributed to universities, which are sometimes perceived as entities with not enough openness to the surroundings, low flexibility, focusing on actions with moderate practical usefulness. Such opinions result partially from previous experience, and partially from the lack of knowledge about what goes on at universities. However, the criticisms do not obscure the assets which can be provided to companies due to their cooperation with universities. Among such benefits, one should mention values related to the shaping of human capital, the implementation of innovative solutions, opening new perspectives of thinking about the market, and supplying both companies and larger communities with new ideas.

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UNIVERSITIES – INDUSTRY COLLABORATION: THE STRENGTH OF STRONG TIES

Abstract

The partnership of science and business still cannot be considered a rule. There are still numerous barriers and prejudices limiting the strength and scope of cooperation between these two sectors. It is recommended to constantly monitor the attitudes and beliefs of company managers and researchers about the values which could be achieved due to the cooperation of companies and universities. The purpose of the article is to provide a broader context of science-business relationships, and to present real conditions for the partnership of these sectors, in particular based on research performed with the participation of the managerial staff of companies.

Keywords: partnership of science, partnership of business, science-business relationships

JEL classification codes: M10, M13, M14, 031, 032, 033, 034

WSPÓŁPRACA MIĘDZY UNIWERSYTETAMI A PRZEMYSŁEM: SIŁA TRWAŁYCH WIĘZI

Streszczenie

Partnerstwo nauki i biznesu nie może być jeszcze uznawane za regułę. Wciąż występuje wiele barier i uprzedzeń ograniczających siłę i zakres współpracy między tymi dwoma sektorami. Warto stale monitorować postawy i przekonania menedżerów firm i naukowców na temat wartości, które mogą być osiągane dzięki kooperacji firm i uczelni. Celem artykułu jest nakreślenie szerszego tła relacji nauka–biznes oraz przedstawienie realnych uwarunkowań warunkujących partnerstwo tych sektorów, zwłaszcza opierając się na badaniach zrealizowanych przy udziale kadry menedżerskiej przedsiębiorstw.

Słowa kluczowe: partnerstwo w nauce, partnerstwo w biznesie, relacja nauka-biznes

Kody klasyfikacji JEL: M10, M13, M14, 031, 032, 033, 034

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ORGANISATIONAL INVOLVEMENT OF A PUBLIC SECTOR EMPLOYEE

Introduction

Management in the public sector forces both researchers and practitioners to constantly update their knowledge in the field of management and quality sciences. Observing the functioning of public institutions, one can increasingly often notice changes characteristic of the new public management understood as a set of public administration management techniques, or an ideology and system of values, which result in the premises leading to the implementation of solutions based on the effectiveness of activities and rationality of expenses [Hensel, 2008: 17]. The aim of the article is to show the value of employee involvement as decisive for authenticity and identification in the public sector.

Management as an information and decision – making process is becoming a standard of functioning, providing not only a new dimension of effectiveness, but also guaranteeing a good working atmosphere, openness, tolerance and mutual cooperation on various levels of education. Thus, efficiency and commitment may more and more often constitute the basic categories of organisational evaluation [Ziębicki, 2008: 73]. Each organisation requires an individual approach due to the specificity of work, region or team. Research is a source of information on the functioning of the employees, their commitment, the level of satisfaction with various aspects of the public institution. Employees constitute the core of the functioning of any organisation, their loss generates the costs of reemployment and necessary training, job rotation, and above all, the lack of trust of stakeholders and their dissatisfaction with the changes. Regular measurements of employee involvement and satisfaction are key to the welded functioning of the organisation. Employees also provide the

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crucial knowledge about necessary changes or employee requirements that may affect their involvement.

Literature on organisations and their management has long emphasised the importance of organisational commitment, which is perceived as a factor contributing to achieving high quality and effectiveness. It leads not only to the growth of productivity and work results, acceptance of change, innovation, creativity, learning, but also to operating costs reduction. Its high level reduces the employee retention rate, their satisfaction, loyalty and sense of security. The concept of organisational commitment is not new, but, recently a growing interest in the field of management and quality sciences, which is a consequence of wider changes taking place in the knowledge-based economy can be observed. One of the earliest concepts of organisational commitment was developed in 1960 by H. Becker who defined it as the "unwritten contract" between the employee and the organisation. In this perspective, it means that employees are organisationally involved, as they expect certain hidden benefits. Organizational involvement is therefore calculated in and based on the economic exchange relationship between the employee and the organisation. Commitment determines the attitude of the employee and can be perceived as his identification with the goals and values of the organisation. Often the scope of works significantly exceeds the issues of contractual obligations. The employee identifies himself with the activities of the organisation, feels responsible for the tasks entrusted to him. Moreover, in non-standard situations his actions show independence and initiative. Employee involvement is an above-average readiness to act, perceiving the interest of the organisation as his own [Drey et al., 2009: 740–745]. In the literature on the subject, the involvement of the employee, depending on the translation and the author's interpretation, is concentrated on such notions as involvement and engagement. In this study, organisational commitment in terms of employees will be considered as:

- "Involvement" – employee involvement in work, related to internal motivation, which allows the employee to increase influence on the environment; willingness to act and take initiative; identification with organisational values;
- "Engagement" – commitment understood in the broadest sense, also as organisational commitment. From the perspective of an employee it is more closely related to external stimuli, in this meaning work is a significant value for the employee [Scholl, 2014].

1. Defining organisational commitment

The concept of organisational commitment has evolved over the years in both theory and practice. The author has compiled the definitions of selected scholars and presented them in Table 1.

Table 1. Selected definitions of organisational involvement

Author	Definition
W.A. Kahan	Mental state that enables employees to express themselves during their work, harnessing the self of members of the organisation to fulfil their role at work[a].
A. Pocztowski	The degree to which employees identify themselves with and engage themselves in the life of the organisation, using their competencies to achieve its goals[b].
Hay Group	The employee's commitment is evidenced by the employee's intention to stay in the organisation, and the willingness to make efforts for the company.
N. Rothbard	Commitment can be categorised in two dimensions: as focusing employee's attention, measured by the amount of time devoted to thinking about the employee's work function or as focusing absorption, measured by the intensity put into fulfilling his obligations.

[a] Adamska-Chudzińska [2016: 48].
[b] Pocztowski [2008: 429].

Source: own study based on the literature on the subject.

Definition of organizational involvement – for A. Pocztowski, understood as a degree in which employees identify and insert themselves in the life of the organisation, using their skills to achieve its objectives. Organisational commitment is a multi-dimensional category due to the variety of aspects analysed in the research. When analysing the indicated definitions and other scientific studies regarding organisational involvement, including employee involvement in work, it is worth distinguishing three aspects, namely:

- rational aspect,
- emotional aspect,
- behavioural aspect.

The first one is about understanding and supporting the goals of the organisation, the second shows a sense of attachment and pride in belonging to the organisation. However, the third one shows an attitude that goes beyond duties and means focusing on the additional effort made for the organization [Bugaj, Chałupczak, 2020: 347–350]. According to the definition in the Polish dictionary, diversity comes from the word diverse and is defined as something composed of things, people, etc. of various kinds [*Podręczny słownik*…, 2000: 837]. Considering the issue of management as the key indicator, the main perspective is the organizational involvement. Therefore, the multidimensionality of the concept of organisational commitment indicates the diversity of people's behaviour in the organisation. Thus, the concept of the multidimensionality of organisational commitment is inseparable with employee involvement.

2. Defining employee involvement

The idea of employee involvement is derived from research devoted to occupational burnout, in which it is necessary to explain the entire spectrum of phenomena [Korzyński, 2018: 79]. According to various authors involved an employee involvement refers to various aspects of the job, however, most importantly it relates to individual approach of every human being. Table 2 presents selected definitions of employee involvement.

Employee involvement is a key element for the success of the organisation and therefore it is a component of organisational commitment. Thus, every organisation takes the responsibility for the effort of building it. R. Baumruk [Baumruk, 2006: 24–27] says that engaged employees also affect the organizational commitment, which manifests itself in organisation's performance. Therefore, the concept referred to as "3S": say, stay, strive is worth mentioning. The indicated elements of the 3S concept affect not only the image of the organisation and its stakeholders, but also the employer himself for future employees. Adapting and implementing methods and tools used in management in business organisations to the needs of public organisations has become a significant challenge for the public sector [Frączkiewicz-Wronka, 2010: 8].

Table 2. Selected definitions of employee involvement

Authors	Definition
H. Becker	An individual disposition to one engagement in a coherent sequence of actions leading to a specific goal[a].
R.W. Griffin	An attitude that reflects a person's identification with and attachment to the organisation[b].
R.C. Tolentino	The state in which an employee identifies himself with a specific organisation and its goals and wishes to remain a member of that organisation[c].
M.L. Berry, M.L. Morris	The state in which the employee is active at work and is positive towards it and pleased with it.

[a] Adamska-Chudzińska [2016: 47].
[b] Griffin [2015: 492].
[c] Tolentino [2013: 51].

Source: own study based on the literature on the subject.

3. Involvement in the public sector

In the public sector it is a director who serves as a manager-leader, his attitude determines effectiveness and reliability. His actions directed towards employees and petitioners present a model of the person who is learning and developing and fulfilling his development needs in a conscious way. The development of a director as a leader is a continuous process. Training of directors is not limited to the preparation for this role, but is necessary at all stages of his performance. Competencies related to managing one's own development are not so much a part of leadership education as its necessary condition. Thus, the activities of the director cannot be limited to his statutory roles. The activities of the school head are set out in Art. 68[1]. Thus, the scope of the leaders' capabilities is determined not only by legal aspects, but focuses on the individual preferences of the individual. Based on the analysis of the literature and my own observations, I have made a subjective classification of conditions.

Emotional intelligence (EQ) [Griffin, 2017: 514] – a combination of certain psychological competences, which include, among others: self-awareness, self-acceptance, empathy, persuasion. It is only thanks to them that the educational experiences offered in other areas become learning experiences. The reflection of directors in the public sector on their individual role and development will increase the chance of implementing the proposed changes. To achieve this, changes are necessary in the minds of principals, their roles, the learning process, and the units in which they work:

- **Leadership** [Griffin, 2017: 160–170] is the integration of employees based on passion, loyalty and pride in performing the tasks entrusted to them. Understood here as an indispensable element of the effective functioning of an organisation, regardless of its nature. Effective leadership is inseparable from the ability to make changes and implement them effectively. Ability to render reflective service to people and institutions. There is an atmosphere of trust and support in them, and a visible priority is the willingness to help in solving problems.
- **Building relationships** [Kanbur, Kanbur, 2020: 213–227] promoting peer-to-peer behaviour, which constitutes the identity of the organisation through activities such as: formal or informal addressing each other; ways of resolving conflict situations; joining non-work activities.
- **Collaboration** [Butt, Imran, 2013: 1268–1276] that is, commitment based on mutual relations in the organisation with superiors and colleagues through the willingness to cooperate in a group to achieve the goals of the organisation. In an organisation with high leadership potential, employees' talents are revealed by discreet management, there is a willingness to take responsibility for more than the necessary minimum, there is a readiness to participate in all events related to the activities of the institution.
- **Taking responsibility** – is one of the levels of social competence [*Zintegrowany System Kwalifikacji,* nd] and speaks of commitment to taking initiative, taking

[1] Act of December 14, 2016. Educational Law (Journal of Laws of 2020, item 910 and 1378; and of 2021, item 4).

responsibility for action and a sense of influence on shaping reality, and loyalty to the organisation. Activity gives **satisfaction with work** – Enjoyment Performance [*Harrison Assessments*, nd] – by adjusting to the position in the context of predispositions in the hierarchy of values, which allows examining the real needs of employees in everyday functioning by identifying areas in which there are some deficiencies – development, recruitment – indicating solutions.

- **Possibility of development –** it is an increase in the flexibility of employees' behaviour, but also an increase in their decision-making powers. This entails an increase in their independence and responsibility as well as their interest in and commitment to work. Thus, the **quality of work** [Grzesiuk, Korulczyk, 2017: 31–32] – expresses its level and value determined by the degree of fulfilment by it of all the requirements necessary to perform the tasks and obtaining the result at the intended level (with the intended characteristics).
- **Testing the level of traits**, with a ready-made Harrison Assessment System tool [*Harrison Assessments*, 2021], which are not desirable in a given position, such as: dogmatism, unceremoniousness, domination. Appropriate **fit to the position is to** clarify the expectations of hard competences. By adjusting to the supervisor – the research area should include elements such as: working conditions, motivation system, cooperation with others, work organisation, quality of internal communication, development opportunities, work motivation, identification with the company, using the employee's potential, sense of the meaning of the work performed, organisational culture – pride in belonging to an organisation.

4. Methods and research tools

The researched reality constitutes the material intended for analysis in order to describe and classify it. Thus, the research-observational method is not limited to the registration of individual facts. The information obtained is interpreted, while subjected to selection [Apanowicz, 2002: 62]. Critical analysis of the literature in terms of both organisational and employee involvement in the public sector is largely based on the multidimensionality of activities of each of the given components. It is worth emphasizing that the sciences on management and quality also deal with the functioning of public sector institutions, contributing to the effective achievement of the set goals [Filipowicz, 2012: 33–42]. The key element focuses on long-term and direct interpersonal relationships, resulting from the way and possibilities of the work provided, e.g. within a project or organisational cooperation network. One thing definitely worth considering is what influences employee engagement. The collected facts are presented in Table 3.

Table 3. Collected facts in the observational method

	Facts	Recognition of facts in mutual relationships
Observational method	Self-fulfilment has a positive effect on commitment to work and organisation. This commitment also strongly influences job satisfaction[a].	↓ This action is possible through the isolation of factors influencing employee engagement
	Burnout can have a serious impact on both your work and personal life[b].	
	The quality of the relationship with the supervisor has a positive effect on job satisfaction[c].	
	Work culture has the greatest impact on employee engagement, followed by communication, loyalty, job satisfaction, work performance, self-esteem, employee morale, work and the environment, work commitment and stress at work[d].	
	Mental safety is primarily influenced by the social aspect of the environment; that is, through interpersonal relationships, group dynamics, management style, and social norms[e].	
	Diversity of jobs (positions), development opportunities, autonomy and feedback had a significant positive direct relationship with commitment[f].	
	Ways of experiencing, development and processes by employees which affect their behaviour and well-being[g].	
	Vigour and dedication can affect the work-life balance of an employee[h].	
	Feedback significantly and indirectly affects job performance and relationships were mediated by work engagement[i].	
	Differences in the social status of team members, which may affect the processes of creating work by employees[j].	

[a] Gopinath [2020: 24898–24904].
[b] Habib [2020: 72].
[c] Nguyen [2020: 449–456].
[d] Dash [2021: 2].
[e] Schaufeli [2013: 4].
[f] Albrecht, Green, Marty [2021].
[g] Meyer, Schneider [2021: 107–121].
[h] Puspitasari, Darwin [2021: 334–337].
[i] Hamzah, Nordin, Dwiyanti, Nadzirah Mawi [2021: 73–84].
[j] Wenqing, Wang, Rispens [2021: 291].

Source: own study.

Employee involvement can be verified by distinguishing the factors presented in Table 4. Taking into account general factors which are the combination of economic – financial, psychological, administrative and legal, political factors [Stabryła, 1998: 187]. Detailed factors are determined by the activities of each organisation relating to the management method and organisational culture of a given unit.

Table 4. Factors influencing employee involvement in work from the perspective of three dimensions

General	Specific
▪ ways of communicating ▪ assumptions ▪ standards ▪ attitudes[a] ▪ remuneration system adequate to the qualifications of employees and market rates ▪ maintaining open communication between the subordinate and the superior ▪ hiring employees with appropriate competences ▪ supporting the development of employees – in particular through their participation in training, courses and internships[b] ▪ clarity of purpose and course of action ▪ possibility of unrestricted operation ▪ opportunity to learn and improve professional competences	▪ rituals ▪ myths ▪ taboo ▪ values ▪ conducting periodic appraisals of employees, and they must be informed in advance about the objectives and rules of these activities ▪ clear and understandable internal information system ▪ precise definition of the scope of duties individually for each employee ▪ the possibility of developing interests[c] ▪ the possibility to performing challenging tasks

[a] Sikorski [1999: 236–240].
[b] Borkowska [2014: 9–26].
[c] Juchnowicz [2010: 63–64].

Source: own study.

Thus, general and specific factors in the three dimensions: staff, organizational and organizational culture have been clarified through a set of factors identified as part of the subjective own study. These factors have been subjectively interpretated, which allowed to draw conclusions, and to group them into general and specific categories. Such a process allows for general reference first, and then for detailing the factors through organisational individuality. However, each public institution will be guided by a different specificity of work and the value system of these factors will change. In general, the concept of employee involvement constitutes the attitude of a strong identification of the individual with the profession [Otley, Pierce, 1996: 65–84]. This identification of the employee with the profession performed, according to many researchers dealing with this subject, is a man with a manifestation of his own initiative, effective in his actions. At the same time, three factors are of key importance here: a high degree of identification of the employee with the company, associating his own professional future with the company, and a feeling of strong motivation to give more of himself than it results from the scope of his duties. From the perspective of employees, one can speak of their specific behaviour, that is, "commitment to work". Organisational commitment in terms of employees, including employees in managerial positions is supporting employees in development, initiating specific behaviours, creating processes and activities supporting this commitment. A dimension as defined by a Polish language dictionary is the meaning, scope or aspect of something. In this study, it is the indicated scope adopted by the author of the research. In the employee dimension (involvement and engagement), scopes will be considered in terms of the diversity and interdisciplinarity of terms. Employee involvement in the work of employees – researchers treat not as a temporary state, but as a constant and deepening affective – cognitive attitude to duties, behaviour, people and objects related to work. It is of an exploratory and practical nature, as the mentioned components are closely related to each other, which means that employees develop their attitude. Among the many publications related to the analysis of employee attitudes, an important role is played by the role of the indicated general and specific factors. These goals should be clarified by presenting environmental and individual conditions. It is worth remembering that leaders – managers are the basis for the actions taken, which translates into the need to identify factors influencing the building of an effective motivation system for employees. These examples also show interest in personalised offers tailored to the needs and values of individuals. An extremely important aspect is organisational commitment that affects employee engagement. In order to achieve success, it is worth using a wide range of activities in the management method, e.g. by:

- employing specialists who know local needs – work environment;
- adaptation of activation methods to the needs of the group;
- increasing participation in learning and knowledge sharing among employees;
- showing confidence in the employee in the manner of performing the entrusted task;
- building an atmosphere in the team by jointly enjoying success and learning from failures;
- use in practice, the balance between work ± and life;
- as an employer or supervisor, show your trust by combining the values, goals and aspirations of your employees;
- talk about problems and look for solutions when they arise, thus preventing your frustration as a supervisor and an employee at the same time.

Conclusion

Cooperation between the organisation and the employee is an indispensable element in the organization's management. This correlation submit on the involvement of employees which somehow affects the employee, the end result is organizational effectiveness. Employee engagement is shaped by a variety of factors that the classification combines in three dimensions. A committed employee works better, he naturally radiates with "good energy" and thus influences other employees – members of the organisation. So, it is essential for managers in public institutions to determine levels of employee engagement in the organisation. Each organisation requires an individual approach due to the specificity of work, region or team. However, it is worth remembering about tools such as Harrisson Assessment System, Gallup Institute [Gallup, nd] or FRIS [FRIS, nd]. Hence, it is strongly anticipated that a "good word" praise will be an effective way to recognise employees for their efforts and achievements. Following this line of thinking, it can be concluded that the form should be consistent with the way and style of management by the leader in the organization. Therefore, it should be put into a team that is the key to activities, each unit is an important element, but the way they function depends on how they can cooperate with each other. Michael Jordan, after years of playing in the NBA, said: "Thanks to your talent you can win games, but it is intelligence and team play that make the championship win". Therefore, for organisational commitment to be high, first you need to develop employee commitment that will allow you to get it. It is worth remembering that we employ a person who lives, feels, thinks and has a life outside work. Social roles are a significant element in human life, and professionalism by itself does not exist without a human being.

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ORGANISATIONAL INVOLVEMENT OF A PUBLIC SECTOR EMPLOYEE

Abstract

The article attempts to present the employee dimension of organisational commitment in the public sector. Attention was drawn to the diversity of employees' approaches and the specificity of work in the public sector. The employee component determines the above-average performance and the economic relationship taking place in the organisation. The aim of the article is to show the value of employee involvement as decisive for authenticity and identification with an organisation in the public sector. The use of the observational method allowed for the inclusion of facts in mutual relationships and dependencies. In reference to the trends in management and quality sciences functioning in the literature on the subject, as well as educational publications, recommendations for management staff in the public sector have been collected and refined.

Keywords: organizational commitment, dimensions of involvement, employee involvement, public institutions, education

JEL classification codes: D73, H54, Z18

PRACOWNICZY WYMIAR ZAANGAŻOWANIA ORGANIZACYJNEGO W SEKTORZE PUBLICZNYM

Streszczenie

W artykule podjęto próbę przedstawienia wymiaru pracowniczego zaangażowania organizacyjnego w sektorze publicznym. Zwrócono uwagę na różnorodność podejść pracowników i specyfikę pracy w sektorze publicznym. Komponent pracowniczy stanowi o ponadprzeciętnym działaniu oraz o ekonomicznej relacji zachodzącej w organizacji. Celem artykułu jest ukazanie wartości zaangażowania pracowniczego jako decydującego o autentyczności i identyfikacji z organizacją w sektorze publicznym. Zastosowanie metody obserwacyjnej pozwoliło na ujęcie faktów we wzajemnych związkach i zależnościach. W nawiązaniu do funkcjonujących w literaturze przedmiotu trendów w naukach o zarządzaniu i jakości, jak również publikacji edukacyjnych zostały zebrane i uściślone rekomendacje dla kadry zarządzającej w sektorze publicznym.

Słowa kluczowe: zaangażowanie organizacyjne, wymiary zaangażowania, zaangażowanie pracowników, instytucje publiczne, edukacja

Kody klasyfikacji JEL: D73, H54, Z18

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ANALYSING RESEARCH IN FAMILY BUSINESS AND DEFINING THE DIRECTION FOR FUTURE RESEARCH

Introduction

Families own or manage approximately 75% of all enterprises in the world and dominate most economies [Chrisman et al., 2010]. Family businesses constitute a diverse group of business entities, both in terms of size, income, industry, and strategy. The sector of micro, small and medium-sized enterprises is the dominant environment for the functioning of family enterprises.

Among the well-known family businesses, companies such as IKEA, Porsche, BMW, Carrefour, Auchan, Michelin, Novartis Group and Sodexho should be mentioned. Family businesses in the United States include well-known firms such as Ford, Wal-Mart, Bechter, Cargill, Dow-Jones, Forbes, Hewlett-Packard, Milton, Marriott, and Levi-Strauss. Family businesses also include the great Indian conglomerate Tata Group and the largest Colombian conglomerate controlled by the Santo Domingo family.

The share of family businesses on the market decreases with the growth and age of the enterprise. The most frequently quoted statistical data indicate that 30% of family businesses are taken over by the second generation, only 15% of companies from this population are taken over by the third generation, and only 3% of companies are transferred to the next generation of the family [Ward, 1987].

The specificity of family enterprises consists mainly in the coupling of two components, family and enterprise, determining the way of functioning, cultivated values, goals, and financial policy [Jeżak et al., 2004: 16–20].

In scientific research, the issue of family entrepreneurship has been taken up relatively recently. The interest in this topic grew significantly only after 2000. Research

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on family businesses is conducted from various research perspectives, which makes it difficult to compare the results and draw conclusions. There is no coherent theory of an enterprise, in particular a family enterprise. Research conducted in various fields covers from several to tens of thousands of enterprises. The varied methodology includes diverse forms of data collection. There are interviews, case studies, surveys, and expert panels. The research time range and levels of analysis are different. The most numerous studies are conducted in the USA (57.3% of all publications), Canada (9.7% of all publications), Western European countries: Great Britain (8% of all publications), Spain (3.8% of all publications), and Japan, China, and Australia [Benavides-Velasco et al., 2013]. The issue of the family businesses is undertaken by specialized magazines, for example "Family Business Review "as well as other prestigious magazines in the field of management: Academy of Management Journal, Administrative Science Quarterly, Entrepreneurship Theory and Practice, Journal of Business Venturing, Journal of International Business Studies, Journal of Management, Journal of Management Studies, Organization Science or Strategic Management Journal.

Family Business Review is a peer-reviewed, scientific journal regularly placed at the forefront of the top 20 journals in the field of business – according to the Citation Index. This indicator is a measure of the impact and prestige of scientific journals. It suggests the influence of a given journal on the world of science.

The purpose of this article is to present the state of research related to family entrepreneurship. Articles published in prestigious journals will be analysed. The most frequently used research methods, tools, and tendencies in scientific research as well as future research directions in the field of family entrepreneurship will be indicated.

1. Methodology

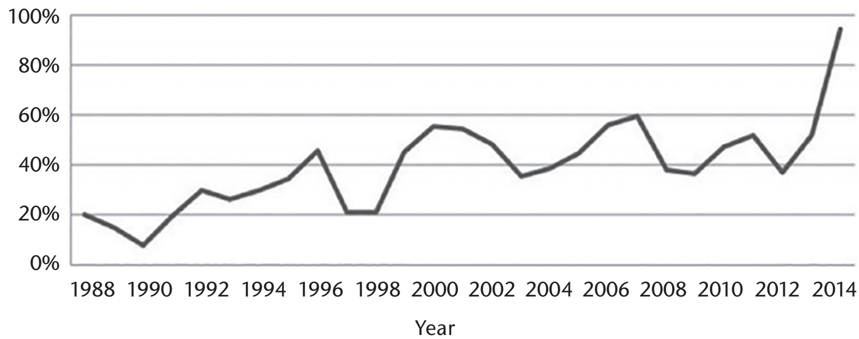
The publications appearing in the American "Family Business Review" from 1988, i.e., since its inception until 2014, were analysed. We found 855 articles published in the journal at that time. Out of the entire group of articles, those based on scientific research were listed.

Empirical studies identified in the publications were divided according to the data obtained into qualitative, quantitative, and mixed.

Quantitative analysis (quantitative analysis), a numerical representation and processing of data describes and explains the phenomena of the data subject.

Qualitative analysis (qualitative analysis), the analysis and interpretation of observations, operate not on numbers but focus on exploring the basic meanings and structures.

Figure 1. Growth of empirical articles in the Family Business Review (FBR) in 1998–2014 (n = 855)

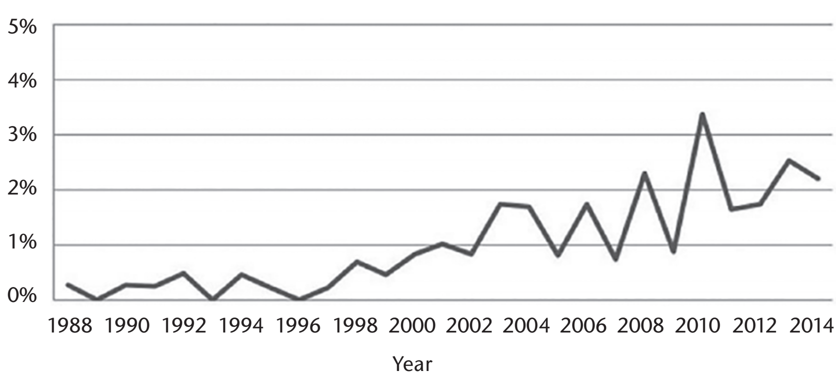


Source: Evert et al. [2016].

Additionally, articles from nine prestigious management journals publishing research on family businesses in 1988–2014 were analysed:

- Academy of Management Journal,
- Administrative Science Quarterly,
- Entrepreneurship Theory and Practice,
- Journal of Business Venturing,
- Journal of International Business Studies,
- Journal of Management,
- Journal of Management Studies,
- Organization Science,
- Strategic Management Journal.

Figure 2. Growth of family business empirical articles in other journals, 1988–2014 (N = 13,101)

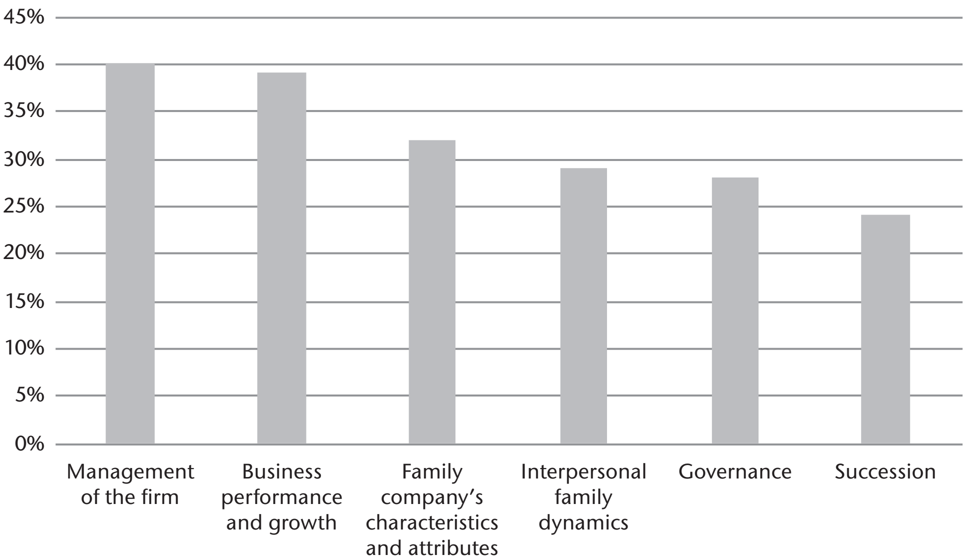


Source: Evert et al. [2016].

Figure 2 graphically shows the increase in the number of empiric articles published in prestigious management journals on family businesses.

We found 13,101 articles and filtered it by searching for articles with "family" in the abstract. This eliminated works that did not address family businesses specifically. This process left 407 potential papers. Then only those based on own research were selected. Ultimately, 146 articles were obtained for the final research sample.

Figure 3. The most frequent subject of research on family businesses (N = 465)



Source: own study based on Evert et al. [2016].

After summing up selected articles from the Family Business Review and nine prestigious management journals, a sample of 465 articles was obtained: 319 from FBR and 146 from other journals.

The most frequent topics in the analysed sample included:

- Management of the firm (40%) – articles classified under this area include research into strategic processes. This topic appeared in 185 articles out of 465.
- Business performance and growth (39%) – the results of enterprise and development are the second most frequently occurring theme in the research sample and appeared in 180 articles. It is a general look at how organizations perform from financial and non-financial perspectives.
- Characteristics and attributes (32%) – 150 articles from the general sample were classified, and they referred to the distinguishing features of an enterprise, person or group.

- Interpersonal family dynamics (29%) – dynamics studies appeared 133 times and concerned the interaction and involvement of family members, as well as conflicts and disagreements.
- Governance 28% – this was a key topic in 132 articles.
- Succession 24% – this was the sixth most popular research topic in the area of family businesses.

The articles often contain more than one research area, therefore the above division is not entirely precise and the total percentage sum exceeds 100%.

The PUI (Percentage Use Indices) index was established for the analysis of the statistical methods and techniques used. It was calculated by dividing the frequency of application of a given technique or method by the total number of articles tested. For example, a PUI of 0.23 indicated that 23% of the items in the research sample were based on a given testing method with at least one research hypothesis.

2. Findings

A significant increase in the number of published articles on family entrepreneurship, the number of conferences and journals has been noticed,. This may indicate the growing importance and prestige.

There is a substantial growth of empirical articles published. Empiricism is the practice of basing ideas on testing, observation or experience. It plays a vital role in development. It sheds light on a given topic, describes a situation or event, and provides explanations.

Of the 465 articles analysed, 339 were based on qualitative research, 90 were quantitative in nature, and 36 combined quantitative and qualitative approach.

The vast majority of empirical research includes one level of analysis. This is the simplest case in statistical analysis concerning one sample. On the other hand, there is a noticeable trend towards multilevel analysis, especially among articles not related to the FBR journal. Multilevel analysis is a method of analysing data with complex variability, which usually presents a comprehensive view of the variability associated with each level of the study.

As for the time dimension, cross-sectional studies were the dominant form of research conducted in the analysed research sample. These studies are the observation of a sample or cross-section of a population or phenomena collected at one point in time. Many studies explaining the problem are cross-sectional studies. However, there is a noticeable increase in longitudinal studies, especially among articles published in the FBR journal, from 14% in 1988–1996 to 34% in 2006–2014.

Notable trends exist regarding sampling. We noticed the increasing role of international samples. With time the use of European samples became especially popular, growing from 16% (1988–1996) to 35% (1997–2005), and 37% (2006–2014). A similar tendency is visible both in the FBR journal and other prestigious management journals.

Survey constituted a dominant form of data source. However, a substantial amount of growth occurred in the area of archival sources of data. Inference on the basis of archival data was the second most popular form. Furthermore, in the case of the FBR, an interview and multiple sources were often used. The situation was different in magazines not typically related to family entrepreneurship, here the basis for drawing conclusions were archival data.

3. Analytical techniques

When analysing the research sample, qualitative, quantitative, and mixed studies were distinguished.

Quantitative research is the process of collecting and analysing numerical data. It bases on verification of neutral theory by analysing the relationships between the variables. As part of quantitative data analysis, we have numerous statistical analyses from the simplest to the more advanced. Among the basic techniques of quantitative data analysis, a decrease in the importance of simple descriptive statistics (mean, standard deviation) used to verify hypotheses or research questions was observed. However, an increasing role of more advanced techniques such as hierarchical regression ($r = 0.66$; $p < 0.001$), panel data analysis ($r = 0.51$; $p < 0.01$), multinominal logistic regression ($r = 0.48$; $p < 0.01$) and structural equation modelling ($r = 0.55$; $p < 0.01$) was present.

Qualitative research is an important part of the research on family businesses. Considering the FBR journal, the popularity of this type of research fell from 25% in 1988–1996 to 19% in 2006–2014. In other magazines, the change was even greater, from 38% in 1988–1996 to 6% in 2006–2014. Along with the general decrease in the number of qualitative studies, there is a decrease in the use of standardized interviews. However, an increase in the use of deductive applications of qualitative methods appears to be commonly used.

Conclusion

Family business has undergone significant changes in the last few decades and has aroused great interest in the world of science. This is reflected in the growing number of scientific publications on family businesses and ongoing research. Methodologically, quantitative research gains on importance, while the use of qualitative research is decreasing. Archival data are the dominant data source used in the article.. An increase in the importance of longitudinal studies based on the criterion of time has been noticed. There is a growing number of research from outside the United States and a visible increase in European research. The importance of simple descriptive statistics is diminishing due to the use of more advanced statistical techniques such as hierarchical regression or panel analysis.

The key challenges and suggestions addressed to researchers include clear definition and good justification of the created research constructs and the use of qualitative research, especially to explain causal relationships. A better understanding of causality is also provided by longitudinal studies that allow observation over time. The significance of applying generalizations is emphasised, which requires an appropriate approach to creating a research sample. It requires diversity in terms of both industry and regions.

Research opportunities are present in various topics.

Management of the firm: decision-making process in a family business offers many research opportunities, i.e., in the field of identification of mechanisms for making strategic choices and understanding their motives or preferences.

Business performance and growth: an understanding of how socio-emotional well-being influences the effectiveness of the enterprise. There is a noticeable need to create a measure that will help to better understand the differences between family and non-family businesses and the differences within the family businesses themselves. Another important area of research is how a change in the management or ownership of the company affects the financial and non-financial performance of the company over time, and how transformational events, such as an organisational crisis (death of the president, scandal) influence company's performance.

Characteristics and attributes: character, individual qualities, and attributes hidden in families deserve further exploration, the creation of new typologies, and analysis, and how the personal characteristics of the founders relate to the espousal of certain strategic orientations of the company.

Interpersonal family dynamics, i.e., relationships between closest family members, may play a greater role than is attributed to them. Identify and investigate how family businesses cultivate the "familiness" factor. How family capital is used to achieve business goals. The study of the relationship between family owners and managers and the changes in these relationships along with generational changes.

Succession, the concept of intention, goals and the influence of family members and their effect on succession seems to be important, the impact of the company's strategy and its structure on the succession process, tracking the effect of non-family members on the course of succession and non-financial performance, the combination of temporal perception, orientation of family members' styles to individual corporate and industry succession results.

Family businesses are an important area of research. They are the backbone of many countries' economies. Therefore, it is important to acquire as much knowledge as possible about their functioning and the problems they struggle with. This serves not only the families associated with the enterprise, but also the state and society in which they operate.

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ANALYSING RESEARCH IN FAMILY BUSINESS AND DEFINING THE DIRECTION FOR FUTURE RESEARCH

Abstract

Correctly and reliably collected data are the basis for a good analysis and proper inference. The growing number of publications related to family entrepreneurship indicates the need for research in this field. Empirical articles concerning family businesses published in prestigious journals were analysed. The paper's aim is to assess the state of current empirical research as well as to show the directions for future research efforts. The author's intention is to provide a review of the methodologies and analytics used in family businesses studies. Conclusions were drawn regarding distinct empirical challenges in family business research and suggestions were provided to scholars regarding future research.

Keywords: family business, research methods, empiricism, statistics

JEL classification codes: L20, L21

ANALIZA BADAŃ W PRZEDSIĘBIORCZOŚCI RODZINNEJ ORAZ KIERUNEK PRZYSZŁYCH BADAŃ

Streszczenie

Prawidłowo i rzetelnie zebrane dane są podstawą dobrej analizy i poprawnego wnioskowania. Rosnąca liczba publikacji związanych z przedsiębiorczością rodzinną wskazuje na zapotrzebowanie na badania w tym zakresie. Przeanalizowano artykuły empiryczne opublikowane w prestiżowych czasopismach z obszaru zarządzania dotyczące firm rodzinnych w latach 1988–2014. Wyciągnięto wnioski dotyczące zarówno poruszanej tematyki, jak i wykorzystywanych metod oraz technik badawczych. Ostatnią część artykułu stanowią wskazówki dotyczące dalszej pracy badawczej w obszarze przedsiębiorczości rodzinnej.

Słowa kluczowe: biznes rodzinny, metody badawcze, empiria, statystyka

Kody klasyfikacji JEL: L20, L21

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REPUTATION AND VALUES OF FAMILY BUSINESSES – IN SEARCH OF THE RELATIONSHIP

Introduction

Reputation capital is a valuable source of knowledge which allows for competitive advantage and development. This means that company reputation is perceived in both an economic and financial context [Adams et al., 2002], as well as the social dimension of its activity [Martin de Castro et al., 2004]. Thus, one could say that reputation is a determinant that influences company development. The permanent foundations of reputation are based on credibility, respect, trust, confidence in the company's future behaviour, reliability and recognition. Companies with a good reputation are characterised by visibility, transparency, individuality, consistency, and authenticity [Szczepańska-Woszczyna, 2018].

Family businesses are a specific group of business entities. They are characterised by the concentration of ownership, control and maintaining key positions in the management structure by family members, even after the company founders have withdrawn [Bertrand, Schoar, 2006; Bell, 2002]. They are heterogeneous, which is typical of companies from the SME sector [Fernández, Nieto, 2005]; but family businesses are also often large enterprises, which further increases the heterogeneity of this category of companies.

A family business, understood as a company-family-individual system, combines three value systems. Values, feelings and intellectual processes which define the family's

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internal world and processes taking place within the organisation are intertwined and interdependent. If their values coincide, and subsystem members act according to similar rules to pursue goals, a synergy effect is created. Business, family and individual values merge at many levels of the operation of the company. The specificity of family businesses is that the owner-family shapes a business in a way that family members cannot in businesses that are not family-owned [Lansberg, 1983].

Even though a steadily growing body of research is an evidence of growing interest among both researchers and practitioners in the issue of family businesses, family business reputation and its relationship with the values of owners and a company is relatively poorly recognised. Despite new research on family business reputation over the last decade, there is no one comprehensive picture of the topic. The main goal of the study was to identify key values in family businesses that are important to owners and family members, and to analyse their importance in the process of building and managing reputation in family businesses. In order to do so, the following research questions were formulated: which values are of significance in a family business? what is the significance of values in the process of reputation building? do they have influence on the management of businesses?

1. Theoretical and cognitive aspects of reputation

Reputation is identified as a resource that provides the company with a competitive advantage and constitutes a significant barrier to entry; creates the interaction between the organisation and stakeholders in the process of reputation-building. In strategic terms, reputation is a company's resource that creates market barriers and builds a competitive advantage, as well as is an important factor that facilitates the company's expansion into new sectors, especially those where reputation can be transferred; in terms of marketing, reputation is a feature that determines the stakeholders' associations with the corporate brand.

Reputation is defined as the aggregated assessment of the company's past, present and planned activities, based on the perception of various stakeholder groups (customers, employees, suppliers, local communities, financial institutions, investors, public administration, media and others) [Fombrun, van Riel, 1997; Post, Griffin, 1997; Baden-Fuller, Ravazzolo, Schweize, 2000]. Reputation is associated with trust and security linked to the past and forming the basis of credibility. Reputation is created over time based on what the organisation has done and how it has behaved in the past [Dowling, 2016]. Reputation is based on corporate identity, which reflects its real features. Its significance is particularly important for companies which operate in sectors where trust between contractors is the fundamental value. The impact of corporate reputation and brand on consumer purchasing decisions has been observed in mature markets for many years.

Barnett, Jermier and Lafferty [2006] attempted to organise and systemise the concept of reputation, deciding that it was shaped by awareness, assessment, and is an asset. In the first approach, observers or stakeholders are generally aware that a company exists, but they do not evaluate it; "perception" is important – reputation has been defined as the aggregation of tacit, networked, and global perception, as well as a reference to knowledge and emotions that relate to a company because they indicate its awareness. The second approach indicates that stakeholders are involved in the assessment of the company (they use terms such as judgment, estimation, evaluation). Finally, the third approach treats reputation as something which is valuable and important to a company, as an intangible, financial or economic resource, however, considered by some authors as a consequence of reputation.

People develop their beliefs about an organisation based on their relationship with it and knowledge of its nature, efficiency, products and services, and behaviour. This knowledge can be based on individual relationships with the organisation, its past behaviour and other information that people provide about the organisation. Fombrun, Gardberg and Sever [2000] believe that reputation is shaped by factors such as: emotional feelings, products and services – their quality, reliability and value are assessed, financial achievements, environment, the scope of action and the ability to lead – how clearly the company manifests a vision of action and leadership strength, and the issue of social responsibility – assessing whether the company behaves properly towards partners, employees and the environment. According to Alsop [2004], corporate reputation consists of, among others, financial results, working conditions, the quality of products and services, the method of exercising power and business management, the vision and strategy implemented by the company, as well as the emotional ties between stakeholders and the company.

2. Values as the foundation of family business reputation

The specificity of family businesses lies in the fact that an owner family shapes a company in a way that family members are not able to do in non-family owned businesses [Lansberg, 1983]. The role of the owner and his or her family in the business management process creates its unique features, which on the one hand can constitute their competitive advantage, and on the other hand can turn out to be detrimental to their development. The paradox of family businesses is that their features at various stages of development are the strength and source of their success or weakness and cause of failure. In times of uncertainty, key (fundamental) family values can ensure the continuity of decision making. Nevertheless, stable values can inhibit and limit entrepreneurial behaviour and strategic change [Jeżak, Popczyk, Winnicka-Popczyk, 2004; Fletcher, Melin, Gimeno, 2012].

Family businesses are characterised by long-term orientation [Miller, Le Breton-Miller, 2006], the identification of the family with a company and strong social ties with customers, employees and the community [Arregle et al., 2007]. These features, which are noteworthy from the point of view of the conducted research, are special motivation to create a unique image and build a good reputation. According to the theory of corporate identity, the family is part of the corporate identity [Dyer, Whetten, 2006], which underlies the corporate image and reputation. Family businesses are described as the brand itself with its typical features. They are on the one hand customer-friendly, trustworthy, and socially responsible, but on the other hand, they are associated with stagnation and lower competitiveness [Cooper, Upton, Seaman, 2005; Krappe, Goutas, Schlippe, 2011]. Customer orientation is an important goal of family businesses. Family members identify more closely with a family business than non-family members with a family relationship. Increased identification motivates family members to build a positive corporate reputation to "feel good about who they are and what they do" [Haslam, Ellemers, 2005]. Research shows that when a family name is part of a company name, corporate reputation is higher because family members are particularly motivated to have the best possible reputation.

Stronger identification with company values in terms of the implemented mission is observed in family businesses, which results from the sense of community and belonging and the generational identity of its members. Ethical principles and values are a part and an element typical of family businesses, as they distinguish them and determine their competitive advantage. Values and organisational culture distinguish family businesses from non-family ones, while they do not differ by structural features such as size, the number of employees, revenue, investments and development plans [Martyniuk, Stańczak-Strumiłło, 2012]. Dyer [1986] reports that values pervade a family firm, and are 'broader transituational principles that serve as a guide for overall behaviour'. Values represented by the founder are crucial for the functioning and consistency of activities in a family business. He or she decides what the most important value brought to business is and integrates further actions. Owners significantly influence the company, being guided by personal goals and preferences in such a way that they are reflected in the company's goals [Szczepańska-Woszczyna, 2020; Tàpies, Fernández Moya, 2012]. Owners/founders often declare that there is no company without values. Values in family businesses are related to various areas of the company's functioning: they are the "background" for organisational culture, determine strategic planning, goal setting and the model of business management, decide on the way of decision making, implementing strategies and strategic alliances, are the inspiration for development and achieving the best results, and are part of the recruitment and retention of employees [Aronoff, Ward, 2016; Miller, Breton-Miller, Scholnick, 2008]. It is emphasised that values in family businesses are also important in order to overcome current crises, and in times of uncertainty they can ensure the continuity of decision making. Family business is social space in which the following are combined:

- family values (group values) – maintaining its stability, coherence and security – respect, loyalty, honesty and reputation, experience, responsibility, good atmosphere, reliability, good relationships between family members, stability, heritage and durability [Więcek-Janka, 2013; Tapies, Fernandez, 2012; Szczepańska-Woszczyna, 2018],
- business values (group and individual) – company development, maintaining (or/and increasing) profit, experience, responsibility, good atmosphere, reliability, good relationships between family members, stability, heritage and durability, long-term profit, common goals of the company and individual family members, trust, good quality of work and products offered, and stakeholder satisfaction [Więcek-Janka, 2013; Tapies, Fernandez, 2012; Abratt, Kleyn, 2012];
- individual values – the possibility of pursuing individual values and a free choice of one's life path [Więcek-Janka, 2013].

In the context of the above reflections and bearing in mind family business management, three levels of values can be distinguished: business, cultural and dignity values.

Business values include ensuring the stable, long-term functioning of the company on the market, creating jobs for the company founders' children, long-term profit (owners do not want quick profits at any price and not at the price of the company's existence) [Arregle et al., 2007]. Cultural values include attachment to one's cultural image and reluctance to sudden change in brand image, and the lack of acceptance of brand depreciation. Values in family businesses also include good quality, trust, cooperation, honesty, persistence in work, integration, and stakeholder satisfaction. Tapies and Fernandez [2012] also list values supporting the transmission of core values such as social responsibility and management transparency. In a study undertaken by Koiranen [2002] concerning old Finnish family firms, the most important values were honesty, credibility, obeying the law, quality, industriousness (a hardworking nature) and good ethical conduct. Aranoff [2004] states that a very strong set of family values related to hard work, customer and employee relations, ethical business practices and philanthropy influence the family and the business, creating a culture that gives the business a genuine competitive advantage. Payne et al. [2011] found that compared with non-family businesses, family firms made significantly more references to the virtues of 'empathy', 'warmth' and 'zeal'. According to Payne et al. warmth and empathy demonstrate the importance of 'concern', 'reassurance', 'supportiveness', 'sympathy'.

3. Materials and Method

The research was conducted in January and February 2020. The research was quantitative and exploratory in nature. It used computer-aided telephone interview (CATI), which consisted of 14 substantive questions. Research sample consisted of 300 entities – family businesses operating in Poland[1]. Respondents represented family businesses (owners, co-owners, successors or representatives of the management / management board), possessing knowledge of reputation management in the company and deciding – individually or with others – on company policy.

In order to obtain a representative scale of family businesses which was closest to the actual population as a whole, entities were selected for the sample taking into account the specific features of the population surveyed, in proportion to the shares of these features in the population surveyed. The numbers were determined on the basis of data analysis included in the available studies containing information on the probable approximate structure of Polish family businesses. The following division due to the number of their employees was introduced: up to 10 people (micro companies) – about 15%; from 10 to 49 people (small companies) – about 50%; and from 50 to 249 people and 250 and more people (medium-sized and large companies) – around 35%. Companies surveyed are mostly family businesses (92.0%), where the entire or almost entire capital (from 91 to 100%) belongs to the owner or his or her family members. The sample included service companies (42.0%), manufacturing (31.3%) and commercial (26.7%) companies that mostly (58.0%) operated on the B2B market. The respondents were owners (42.7%) or successors (34.7%), or other people who are responsible for reputation management in the company (22.7%).

A standardised interview questionnaire was used, consisting of three substantive parts forming a total of 14 questions and particulars. We used ordinal, seven-point and unipolar scales. IBM SPSS Statistics 24 software was used to analyse obtained information. The chi-square test of independence, Somer's D correlation measure, and Spearman's rank correlation coefficient were also used.

To assess the homogeneity of the measurement of values in family businesses, exploratory factor analysis was utilised to separate homogeneous subgroups within the partial indices measuring the hidden construct. The starting list of variables included 21 items, corresponding to individual values for which each of the respondents assessed

[1] The database was created by the researcher on the basis of publicly available data from the following sources: the databases of companies affiliated in the organisations of family businesses, press publications, rankings of family businesses, studies, reports and analyses on family businesses and data from commercial databases of Polish business entities. Due to the specificity of the research, difficult recruitment and the relatively long duration of the interview, conducting 300 interviews required contact with approximately 3,000 entities.

their importance on a scale of 1 to 7, where 1 meant "definitely insignificant value", and 7 – "definitely significant value". The overall correlation assessment for the entire set of variables is provided by the KMO measure and Bartlett's test of sphericity: KMO = 0.825 (i.e. above the threshold of 0.5) and the test of sphericity is significant ($p < 0.001^{**}$). It confirms that the set of variables is suitable for factor analysis. The separation of common variability was conducted by means of an analysis of the main components, i.e. the classical adaptation of the main components proposed by Hotelling [extraction method – principal component analysis]. Communalities (the last column of Table 3) indicate that the significance of individual variables differs – the highest communalities occur for loyalty (0.716). The number of factors was determined using two criteria: (1) The Kaiser criterion (eigenvalue greater than 1) and (2) the Catell criterion, i.e. the scree plot (Fig. 1). Both criteria point to six factors which explain a total of 56.6% variance in the latent variable (Table 1).

4. Results

There is a common belief among researchers and practitioners that values in family businesses are related to the various areas of the company's operation: they are the "background" for organisational culture, determine strategic planning, goal setting and the model of business management, determine the way of making decisions, implementing strategies and strategic alliances, are an inspiration for development and the achievement of the best results, and are part of the recruitment and retention of employees.

On the basis of factor loadings, rotated using the Quartimax method (Rotation Method: Quartimax with Kaiser Normalization), six groups of values were separated, each explaining at least 5% of the latent variable variance (Table 1).

The first group, explaining 26.3% of the latent variable variance (and therefore the most important in terms of explaining its volatility, which should not be understood as the most important for the respondents themselves) includes the following values: family reputation, coherent image, transparency and well-being of an employee who is not a member of the owner's family. This factor can be defined as family values. All factor loadings are moderately high, exceeding 0.5. The most important thing in this group is corporate reputation. The second factor comprises five values – entrepreneurship, integrity towards stakeholders, reliability, profit and experience, with less than 0.5 for the latter, which determined its exclusion from this set (experience will therefore be omitted at the stage of measuring the value of family businesses). A set of four values applies to business values. The third group ultimately consists of four values – stability, heritage and sustainability, good atmosphere and family honour.

Table 1. Exploratory factor analysis results – the measurement of the organisational values

Items	Component						Communalities
	1	2	3	4	5	6	
Family reputation	**0.668**	0.338	0.063	–0.049	0.077	–0.225	0.623
Coherent image	**0.623**	0.022	0.287	0.231	–0.146	0.188	0.582
Transparency of action	**0.609**	–0.121	0.204	0.090	0.235	0.369	0.626
Well-being of an employee who is not a member of the owner's family	**0.599**	0.206	–0.079	0.487	0.159	–0.150	0.692
Entrepreneurship	0.061	**0.664**	0.100	0.219	0.239	–0.041	0.562
Honesty to stakeholders	0.390	**0.607**	–0.077	–0.106	–0.174	0.174	0.598
Reliability	0.061	**0.606**	0.352	0.090	–0.102	0.325	0.620
Profit	0.109	**0.571**	0.234	0.127	0.239	–0.138	0.485
Experience	0.009	**0.472**	0.221	0.299	0.149	0.110	0.395
Stability	0.022	0.284	**0.697**	–0.081	0.216	0.033	0.621
Heritage and durability	0.146	0.014	**0.658**	0.271	–0.073	–0.113	0.546
Good atmosphere	0.161	0.308	**0.586**	–0.029	0.259	0.077	0.539
Company honour	0.443	0.232	**0.497**	0.031	0.038	–0.017	0.499
Intuition	–0.051	0.133	–0.043	**0.802**	0.037	–0.026	0.667
Education, knowledge	0.438	0.130	0.156	**0.570**	0.284	–0.020	0.639
Common goals	0.277	0.114	0.162	**0.517**	0.178	0.187	0.450
Responsibility	0.185	0.290	0.189	**0.391**	–0.289	0.218	0.438
Respect	–0.046	0.107	0.224	0.152	**0.752**	0.093	0.661
Trust	0.398	0.324	0.006	–0.070	**0.509**	–0.052	0.530
Good relationship between family members	0.232	0.150	0.066	0.198	**0.508**	0.166	0.405
Loyalty	0.052	0.184	–0.036	0.081	0.168	**0.802**	0.716
% of variance explained	26.302	7.446	6.417	5.926	5.379	5.165	x
Cumulative % of variance explained	26.302	33.748	40.165	46.091	51.470	56.635	x
Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO)	0.825						
Bartlett's Test of Sphericity	$X^2(210) = 1605.96$; $p < 0.0001$**						
Reliability							
Cronbach's alpha	0.658	0.653[a]	0.664	0.618[b]	0.543	x	x
Spearman-Brown coefficient	0.674	0.689[a]	0.623	0.611[b]	0.545	x	x
Guttman Split-Half Coefficient	0.674	0.684[a]	0.623	0.557[b]	0.471	x	x

Without variables: [a] "experience", [b] "responsibility". Extraction Method: Principal Component Analysis; Rotation Method: Quartimax with Kaiser Normalization.

Source: own study.

Another group includes values identified with individual characteristics of the owner and successors – intuition, education, knowledge, common goals and responsibility, although the last value has a low factor loading (0.391) and was eventually excluded from the sub-indicator. This factor can be defined as individual values. Another group are the values of trust, respect and good relationships within the family. The last factor is univariate – namely loyalty. Due to the high factor loading for this variable (0.802, i.e. maximum ex aequo with intuition), I decided to leave this variable as a separate sub-indicator of the value of family businesses, especially as it explains more than 5% of the latent variable variance.

Is reputation related to the values of family businesses? Evaluation in this respect will be made by means of synthetic value assessment indicators; while in regard to reputation, an indicator measuring the contribution of reputation to company value and the overall perception of individual indicators of corporate reputation will be taken into account.

Referring to the indicator measuring the estimated proportion of reputation in the value (valuation) of a family business, it can be noted that it is significantly, albeit not very closely, related to the values of the first group (indicator no. 1; Pearson's linear correlation coefficient $r = 0.153$, $p = 0.008^{**}$) and the fifth group ($r = 0.128$, $p = 0.027^{*}$), while there is no significant relationship for the other groups (Table 2). Referring to the individual values of the organisation (which were no longer presented in Table 6), a significant correlation for the assessment of the reputation of a family business can be noted for the assessment of trust (Spearman's correlation ratio $rho = 0.258$, $p < 0.001^{**}$), the honour of the company ($rho = 0.159$, $p = 0.006^{**}$), the well-being of an employee who is not a member of the owner's family ($rho = 0.126$, $p = 0.026^{*}$), and profit ($rho = 0.153$, $p = 0.008^{**}$), and transparency in action ($rho = 0.105$, $p = 0.068$).

Table 2. Assessment of the correlation between the values of the organisation and its reputation

Specification	Indicator no. 1	Indicator no. 2	Indicator no. 3	Indicator no. 4	Indicator no. 5	Indicator no. 6	Indicator total
1. Quality of management	0.107	0.026	0.032	–0.037	0.092	–0.100	0.044
2. Innovativeness	0.111	0.057	0.104	0.026	0.060	–0.062	0.093
3. Corporate social responsibility	0.132*	0.068	0.046	–0.026	0.186**	0.011	0.125*
4. Quality of products and services	0.282**	0.309**	0.293**	0.202**	0.197**	0.161**	0.325**
5. Financial and economic stability	0.157**	0.274**	0.082	0.105	0.146*	0.109	0.219**
6. Orientation toward employees, an image of a valuable employer	0.170**	0.178**	0.255**	0.133*	0.083	0.007	0.209**
7. Pace of growth	0.260**	0.171**	0.120*	0.200**	0.133*	0.163**	0.282**
8. Internationalisation	0.161**	0.124*	0.205**	0.106	0.149**	**–0.155****	0.137*

Specification	Indicator no. 1	Indicator no. 2	Indicator no. 3	Indicator no. 4	Indicator no. 5	Indicator no. 6	Indicator total
9. Quality of customer service	0.322**	0.207**	0.204**	0.167**	0.129*	–0.053	0.184**
10. Employee trust and loyalty	0.285**	0.355**	0.312**	0.255**	0.204**	0.125*	0.357**
11. Employees' knowledge, skills and abilities	0.372**	0.277**	0.219**	0.328**	0.203**	0.125*	0.373**
12. Long-term vision of the board	0.208**	0.144*	0.234**	0.202**	0.206**	0.043	0.226**
13. Transparency and respect for business partners	–0.043	0.017	–0.058	0.043	–0.043	–0.019	–0.016
14. Customer trust and loyalty	0.237**	0.089	0.111	0.145*	0.205**	–0.021	0.172**
15. Fair prices of products/ services	0.094	0.051	0.032	0.064	0.099	0.079	0.093
16. Authority of the company owner	0.165**	0.200**	0.270**	0.120*	0.290**	0.135*	0.284**
17. Vision of the company	0.361**	0.219**	0.303**	0.251**	0.260**	0.077	0.344**
18. Attractiveness of the workplace	0.223**	0.116*	0.282**	0.127*	0.351**	0.042	0.275**
19. Relationships with competition	–0.107	**–0.162****	0.001	–0.039	0.134*	**–0.178****	–0.109
20. Ethics of the activity and behaviour of board members and employees	0.234**	0.177**	0.303**	0.113	0.215**	–0.003	0.246**
21. Articles about the company in the media	0.257**	0.034	0.137*	0.073	0.218**	0.063	0.181**
22. Relationships between owners	0.140*	0.058	0.186**	0.013	0.254**	–0.050	0.159**
23. Relationships between owners and employees	0.161**	0.079	0.063	0.070	0.307**	0.072	0.175**
Estimated % of corporate reputation (*r*)	0.153**	0.076	0.058	0.041	0.128*	–0.078	0.075

Correlation is significant at the level:** 0.01, * 0.05 unless otherwise indicated, Spearman rank correlation coefficient (rho) was calculated.

Source: own study.

As regards the perception of the individual aspects of reputation, a significant positive correlation can be observed in relation to most groups of values of family businesses (interaction of variables, without a specific indication of which variable affects which). Taking into account the overall assessment of value, no significant relationship was identified for several reputation determinants – management quality, innovativeness, transparency and respect for business partners, fair product prices and competition. These aspects are not related to any of the subdimensions of the value. The strongest overall assessment of organisational values is related to the perception of employees' knowledge, abilities and skills, their trust and loyalty, as well as a vision of the company and the quality of products and services (as the determinants of corporate reputation).

Table 3. Spearman's rank correlation coefficients: family and business values in family businesses and the features of family businesses that strengthen its reputation

Values / Features of FB which strengthen reputation	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
Respect	0.048	.143**	.111*	.213**	0.071	0.086	.199**	.162**	.109*	.150**
Loyalty	–0.082	0.091	.108*	0.019	0.099	0.095	.143**	.107*	0.053	0.021
Entrepreneurship	.156**	.185**	.164**	.129*	.152**	.124*	.169**	0.094	.252**	.129*
Experience	.145**	.107*	.133*	.299**	.152**	0.011	0.075	.132**	.110*	.111*
Responsibility	0.094	.119*	.131*	.115*	0.035	.136**	.168**	.140**	.119*	0.053
Good atmosphere	.146**	0.061	0.014	.165**	.220**	0.059	.247**	.165**	.198**	.217**
Reliability	0.081	.130*	.206**	.157**	.106*	0.059	.169**	.104*	.106*	0.048
Good relationships between family members	0.022	0.083	.109*	.106*	.198**	0.08	0.093	.112*	.131*	.137**
Stability	0.022	0.072	–0.048	.110*	0.081	0.032	0.075	–0.061	.140**	0.099
Heritage and durability	.108*	.174**	.161**	.176**	.254**	.164**	.175**	.124*	.257**	.197**
Profit	.112*	.240**	.232**	.314**	.201**	0.085	.131*	.129*	.222**	.257**
Common goals	.157**	0.054	.124*	.171**	0.033	0.095	.118*	0.068	0.093	0.069
Trust	0.094	.212**	.199**	.288**	.151**	0.091	.103*	.101*	.196**	.205**
Family reputation	0.099	.197**	.269**	.195**	.172**	.120*	.219**	.134**	.189**	.215**
Company honour	.141**	.116*	.141**	.172**	.181**	0.095	.169**	.169**	.167**	.197**
Honesty to stakeholders	0.033	–0.013	0.089	0.101	0.101	.104*	0.04	0.044	.130*	0.059
Transparency of action	0.099	.116*	.205**	.169**	.127*	.161**	.191**	.165**	0.07	.107*
Consistent image	0.035	.131*	.141**	.128*	0.045	0.094	.128*	0.082	0.059	.116*
Education, knowledge	0.061	.160**	.153**	.180**	.123*	.113*	.224**	.140**	.260**	.169**
Well-being of an employee who is not a member of the owner's family	0.092	.179**	.131*	.245**	0.062	.153**	.170**	0.077	.176**	.197**
Intuition	0.02	–0.022	0.029	.106*	0.005	–0.02	0.055	0.001	0.092	0.07

(1) Relationships between owners, positive relationships or conflicts; (2) Relationships between employees and the owners which influence the work atmosphere; (3) Quality of products or services offered; (4) Quality of customer service, including the appropriate response to emerging errors; (5) Uniqueness of the products and services offered, the difficulty of copying them by competitors; (6) Trust and loyalty of customers; (7) Trust and loyalty of employees; (8) Transparency and consistency of action; (9) Business strategy which is understandable to stakeholders; (10) Values specific to a family business.

* significant correlation at the level of 0.05.

** significant correlation at the level of 0.05.

Source: own study.

It was also assumed that there is a relationship between values appreciated in the company and company features that can strengthen its reputation (Table 3).

The strongest relationship was observed for the following features: the quality of customer service, including an appropriate response to emerging errors and values such as profit. There is also a relationship between this feature and values such as experience, trust, care for the well-being of an employee who is not a member of the owner's family, and family reputation. There is a link between relationships between employees and owners that affect the atmosphere at work and values such as profit, trust, and family reputation. The uniqueness of the products and services offered and the difficulty of copying them by competitors is correlated with heritage and durability, a good atmosphere and profit. There is also a correlation between profit and the following factors affecting reputation: relationships between employees and owners affecting the work atmosphere, business strategy which is understandable to stakeholders, and values specific to a family business. In addition, the correlation was identified between heritage and durability, and factors such as the uniqueness of the products and services offered, the difficulty of copying them by competitors, and business strategy which is understandable to stakeholders. The results show that there is usually a positive relationship between the assumed areas. Detailed results are presented in Table 2. The results show that the vast majority of relationships is positive.

Conclusion

In this paper, we investigated crucial values in family businesses and their importance to reputation management. Family businesses combine activity in the economic sphere with the family sphere. Contemporary economic conditions pose many problems for family business managers regarding strategic and operational aspects of management as well as specific challenges arising from the conditions and rules of family business. Problems pertaining to building corporate strategy, shaping the organisational culture or corporate social responsibility, among others, are related to the issues of succession, values and management through values and social family capital. The specificity of family businesses lies in the fact that the owner-family shapes the business in a way that is impossible for family members in non-family owned enterprises.

Family businesses take into account both business and family values in building their management model. These are the following values: experience, responsibility, good atmosphere, reliability, good relationships between family members, stability, heritage and sustainability, profit, common goals for the company and individual members of the owners' family and the whole family, trust, family reputation, family honour, honesty towards stakeholders, education, the good of employees from outside the family, and intuition. These results coincide in part with the results of research conducted by Tàpies, Fernández.

However, family values are not the only factors that affect the reputation of a family business. In addition to the value, factors such as the quality of the products or services offered, the quality of customer service, the transparent business strategy which is understood by the stakeholders as well as the trust and loyalty of employees are mentioned [Dacko, 2019]. It is therefore important to undertake more holistic research showing relationships of reputation not only with values but also with other factors.

An extremely important element in the process of family business reputation management are values professed by members of the organisation. As research results show, family business management should be based on values such as loyalty, stability, and honour. Nurturing these values can contribute to building a positive corporate reputation, which, as research shows, is a source of competitive advantage of a family business.

Limitations

While our findings offer valuable implications for researchers and practitioners, this study has several limitations that should be mentioned. Despite numerous advantages, the interview has disadvantages that largely determine the quality of the results obtained. First of all, the information collected is based on respondents' declarations rather than on observing their actual behaviour. In addition, the quality of the responses obtained might have been affected by the interviewer and the variable of social approval.

The companies surveyed were at various stages of development and their reputation could be potential. Additionally, managers have diverse experience, which changes the perception of the importance of reputation among the importance of problems in family business management.

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REPUTATION AND VALUES OF FAMILY BUSINESSES – IN SEARCH OF THE RELATIONSHIP

Abstract

A family business, understood as a business-family-individual system, combines three value systems: business, family and individual values. Values expressed by the owners and successors of the family business determine a management model, as well as a reputation management model which should ensure its continuity and long-term operation. The study investigates the most important values in the process of reputation management in family businesses. We conducted quantitative research among the owners of family businesses and their potential successors (300 respondents). The results indicate that values such as a consistent image, education and knowledge, family reputation, trust, heritage and durability, company honour, profit are of particular importance for reputation-building.

Keywords: family business, values, reputation management

JEL classification codes: L14, L22, L25

REPUTACJA A WARTOŚCI FIRM RODZINNYCH – W POSZUKIWANIU ZALEŻNOŚCI

Streszczenie

Firma rodzinna rozumiana jako system firma-rodzina-jednostka łączy trzy systemy wartości: wartości biznesowe, rodzinne i indywidualne. Wartości wyznawane przez właścicieli i sukcesorów firmy rodzinnej determinują model zarządzania, który powinien zapewnić jej ciągłość i długoterminowe działanie. W pracy identyfikowano wartości, jakie są najważniejsze w procesie budowania i zarządzania reputacją w firmach rodzinnych. Przeprowadzono badania ilościowe techniką wywiadu bezpośredniego (*Paper and Pencil Interview* – PAPI)) wśród właścicieli przedsiębiorstw rodzinnych (300 osób) oraz ich potencjalnych sukcesorów (300 osób). Wyniki badań wskazują, że szczególne znaczenie dla budowania reputacji mają takie wartości jak spójny wizerunek, wykształcenie i wiedza, reputacja rodziny, zaufanie, dziedzictwo i trwałość, honor firmy, spójny wizerunek oraz zysk.

Słowa kluczowe: firmy rodzinne, wartości, zarządzanie reputacją

Kody klasyfikacji JEL: L14, L22, L25

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