

minib 19

marketing of scientific
and research organizations

no. 1(19)/2016



Research
for future



eISSN 2353-8414
pISSN 2353-8503
march 2016



WORK PERCEIVING BY EMPLOYEES AND ITS CONSEQUENCES



Open Access

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Professor Agnieszka Izabela Baruk, Ph.D.

Łódź University of Technology, Department of Management Systems and Innovation

University of Life Sciences in Lublin, Department of Management and Marketing

email: agnieszka.baruk@poczta.onet.pl

DOI: 10.14611/minib.19.01.2016.08



Summary

In the article the problems of work perceiving by employees of scientific organizations in the context of marketing orientation rules were presented. It has the theoretical-empirical character. The following research goals were to be gained: identifying the way of work perceiving by respondents; defining the potential dependences between the way of work perceiving (especially its stress dimension) and chosen aspects of professional life. 4 research hypotheses were to be verified. In the empirical part the results of the field researches were presented. To analyse gathered field data the method of correspondence analysis was used. It allowed to gain the research goals and to verify the hypotheses. All of these hypotheses were confirmed. It means that there are statistically significant dependences between the way of work perceiving (especially as stress factor) and analysed row variables. They are relatively the strongest in the case of respondents' openness for improvement of their intellectual potential. The gained results show that scientific organizations playing the role of employers must conduct activities leading up to positive work perceiving by employees. In this case employees want to improve their knowledge and skills. They are ready to co-create the positive image of given employer too.

Keywords: employee, employer, work perceiving, scientific organization, image

Introduction

Employees of contemporary organisations, including scientific institutions, fulfil the role of internal buyers. Such buyers have specific expectations and needs connected with the area of their professional life¹, the fulfilment of which by the employer as the offeror of personal values should be no less important for each organisation than meeting the needs, requirements and expectations of external purchasers. The term purchaser is still unfortunately reduced to the participants of a marketing environment of a given organisation². This is particularly visible in the practical actions of many market players, including scientific and research organisations and universities. Although new management concepts showing the necessity of harnessing marketing approaches also in relation to employees are continuously being devised (personnel marketing)³, relationship marketing⁴, holistic marketing⁵, etc.), the assumptions postulated therein are rarely implemented by the market entities.

Note that encompassing employees with a marketing approach does not just possess a humanistic and ideological dimension but is also deeply practical in nature. The extent and scope in which needs and expectations of professional internal purchasers are fulfilled has a substantial impact on the level of their involvement in the performance of their tasks, thus, on the level of quality of the outcomes of their actions and endeavours. Furthermore, it also affects the area of their out-of-work activities, including their family and personal life, determining also the exercise by a given employee of the role of external acquirer, including financial resources (their purchasing power), and non-financial ones (attitudes towards specific organisations, to available offers, etc.). It is evident that employees with a sense of professional work satisfaction gained thanks to their employment in a given organisation not only has positive feeling towards it but also its remaining members, identifying with them and the work performed more strongly⁶, but also are more eager to manifest their positive emotions in the surroundings of the given organisation, co-creating its positive image. This gives rise to both intangible effects in the form of favourable opinions, as well as more tangible ones like convincing others to enrol on study courses in a given place (in the case of educational establishments), or work. The benefits are then bilateral⁷, and a significant

beneficiary of them is the organisation implementing the assumptions of the marketing approach to employees⁸.

It should be emphasised that the needs and expectations of employees as internal purchasers are not only tangible in nature but also intangible. Moreover, there is a growing significance of the latter⁹, which is confirmed by the research findings of various investigators¹⁰. The meeting of the intangible expectations of employees by the employer enables them to create a conducive and friendly atmosphere in the workplace, which determines the psychological comfort felt by them. These kinds of expectations can be connected with vertical and horizontal relationships as well as with the specificities of the professional tasks. The manner in which they are assessed and perceived by the employees performing them is of particular importance. This is subjective in nature due to the uniqueness and diversity of each human being, which is also reflected in the very different expectations towards the personnel offer. The way in which the specificity of the work is perceived shows the individual level of the expectations that are associated with it being met or a possible gap in this respect.

Overall, the work performed can be positively or negatively assessed. One of the key features reflecting a negative work assessment is its stressful nature. Stress accompanying the performance of professional tasks is, of course, a stimulating factor for employees providing, however, that it does not exceed a specific level and it is not too long-lasting. Intense and long-term stress, however, reduces psychological comfort¹¹, and may even lead to its complete destruction¹². Stress, in the situation when the members of a given organisation assessing its impact on work mainly perceive its stressful nature, undoubtedly is destructive. Furthermore, this not only concerns its impact on a given person but also on the entire organisation¹³. Stress and its effects have, therefore, individual and organisational reach.

Therefore, wanting to specify the significance of the perception of performed work for an employee and the organisation as the employer, the following research objectives were pursued in this article:

- 1) Identifying the way that performed work is perceived by respondents;
- 2) Specifying potential dependencies between the way that work is perceived (particularly its stressful nature) and selected aspects of professional life;

- 3) Specifying the strength of potential dependencies between the way that work is perceived and selected aspects of professional life;
- 4) Specifying the effects for an organisation as the employer of the absence of a marketing approach to employees, with particular consideration of the impact of the perception of work mainly in terms of its stressful nature.

The following research hypotheses were verified in the process of undertaking the aforementioned endeavours¹⁴:

- H1 — a dependence exists between perceiving work as stressful and the lack of subjective treatment of employees by their superiors¹⁵,
- H2 — a dependency exists between perceiving work as stressful and the lack of initiative manifest by employees concerning the development of their intellectual capital,
- H3 — a dependency exists between the perceiving of work as stressful and the lack of readiness to recommend the employer,
- H4 — a dependency exists between the perceiving of work as stressful and the lack of positive feelings towards the organisation.

General characteristics of empirical research

Striving to achieve the mentioned targets, and at the same time to verify the research hypotheses, empirical studies were carried out in 2014. The survey method was used to collect the raw data¹⁶. A sample of 500 persons¹⁷ representing the current employees in scientific institutions (mainly state universities) located in Poland was collected. Next, the raw data was subject to statistical analysis during which the correspondence analysis method was used. The objective of this method is to determine the closer relationships between at least two categories of variables represented by the questions set to the respondents. A key aspect of correspondence analysis is the creation of a multidimensional map of raw data (contingency table), which reflect the frequency of occurrence of respondent answers in relation to the analysed categories. Contingency tables are then analysed with the aid of the chi-square test for independence¹⁸, where the statistics about the strength of the relationship between qualitative variables are designated.

The use of the correspondence analysis method also enables to visualise the areas on the axes of one and multi-dimensional relationships between categories. Such a visualisation enables the construction of a model on the basis of the mutual arrangement of adjacent points representing the analysed categories. An analysis of the statistics and graphs obtained using this method enables inference on the basis of the relationships between the categories of two variables. It is accepted in this analysis that the variable (the manner of work perceiving in this article), in relation to which the dependency between other investigated features is the column variable. Statistical analysis of the raw data using the correspondence analysis method was performed using the Statistica 8.0 package.

Manner of perceiving performed work by respondents and selected aspects of professional life

Based on the conducted research, the largest portion of the respondents (almost half the persons) believed the dominant trait that characterised the work performed by them was routine (Table 1). Moreover, almost every fourth respondent in total claimed that he/she mainly perceives one of two negative aspects in work, namely, the stressful nature and impediment to personal development. Although the latter of the mentioned effects concerned the smallest percentage of respondents (3.96%), the stressful nature of work was highlighted by almost 20% of the respondents, which is a slightly smaller part compared to the participation of persons assessing performed work to be creative, and almost twice as large than in the case of the percentage of respondents mainly perceiving the opportunity to develop their personality at work. Only 29.70% of the respondents in total saw work in a positive light. Therefore, it is clear that respondents rather saw the negative aspects of their work, which undoubtedly is not conducive to a sense of self-fulfilment, and can therefore constitute a barrier to the full involvement of an employee in their professional tasks and duties, which further increases the level of occupational stress felt by them.

The question can be posed as to whether or not the manner of perceiving work affects other aspects of professional life, including feelings, attitudes and behaviours of employees? One of the manifestations of

professional life is participation in various vertical and horizontal relationships. It turns out that only less than 30.00% of the respondents were treated with respect by their superiors. The remaining persons pointed out that dysfunctions in vertical relationships reflected in the fact that their superiors failed to show them respect occurred more seldom or more frequently, As many as 24.75% of the persons believed that they were only sometimes treated subjectively, while 4.95% claimed that their superiors failed to show them respect as a rule¹⁹. Therefore, 29.70% of the respondents in total evaluated their vertical relationships to be bad. It is worth pointing out that the same percentage of persons perceived the work performed by them in a positive way. Could, therefore, the perceiving of work and the way in which their superiors treated them not be interrelated?

Table 1. The specificity of performed work perceived by respondents versus the manner of treatment by superiors

Row variable: qn. 2 (4); Column variable: qn. 6 (5)						
Responses	e	b	c	a	d	Total
c	2.97	6.93	9.90	2.97	1.98	24.75
b	0.99	7.92	23.76	3.96	3.96	40.59
a	0.00	1.98	11.88	12.87	2.97	29.70
d	0.00	1.98	1.98	0.99	0.00	4.95
Total	3.96	18.81	47.52	20.79	8.91	100.00

where: for the column variable concerning the perceived specificity of the performed work — a) creative, requiring creativity, b) stressful, c) routine, d) personality developing, e) hampering personal development; For the row variable concerning treatment with respect by superiors — a) yes, always, b) yes, in most cases, c) yes, but only sometimes, d) no, usually not, e) no, never.

Source: own elaboration based on the results of conducted studies.

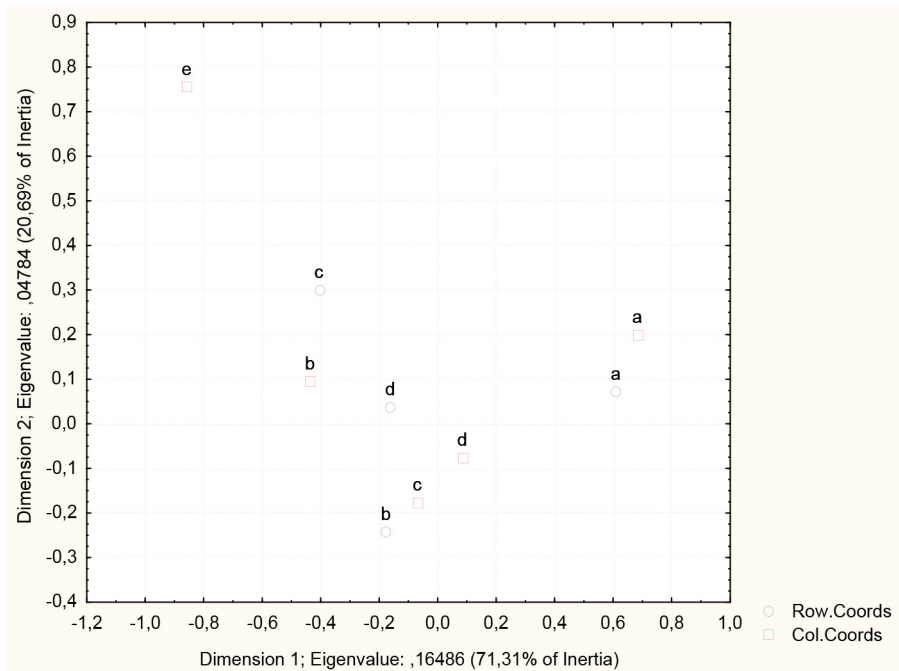
The outcomes of the statistical analysis show that there is a dependency between the two studied categories. It is statistically significant ($p = 0.0249$), although not too strong, as evidenced by the relatively low total chi-squared value of 23.3505.

Based on the model devised on the basis of the results of the correspondence analysis, the clear vertical polarisation of the system

reflecting the two main segments of the respondents in terms of their perception of work (Figure 1):

1. Persons perceiving work in a positive way (column coordinates "a" and "d"),
2. Persons perceiving work in a negative manner (column coordinates "b", "c" and "e"),

Figure 1. Model "perceiving work — manner of treatment by superiors"



Row variable: qn. 2 (4)
 Column variable: qn. 6 (5)
 Own values: 0.1649; 0.0478; 0.0185
 Total chi-square = 23.3505; df = 12; p = 0.0249

Source: own elaboration based on the results of conducted studies.

The first segment creates a relatively homogenous group. It includes persons with unambiguously positive feelings concerning the work performed by them but also of the way they are treated by their superiors. This is because they were always treated with respect by them (row coordinate "a"). It is also worth pointing out that the distance between the

coordinates marked with the letter "a" symbol is much smaller than the distance between the column coordinate "d" and the row coordinate "a". This suggests the occurrence of a relatively stronger dependency between the constant treatment of an employee in a subjective manner and perceiving work performed as creative compared with the dependency between similar feelings concerning treatment by superiors and perception by them of the possibility of them being able to develop their personality.

The second of the identified segments is characterised by a much smaller homogeneity. Two sub-segments can be identified within it, depending on the strength of negative feelings:

- 1) Persons perceiving work as routine (column coordinate "c") and at the same time treated with respect by superiors in most situations (row coordinate "b"),
- 2) Persons experiencing work as stressful (column coordinate "b") and at the same time only sometimes treated with respect by their superiors or usually treated as an object (row coordinates "c" and "d").

The first of these sub-segments is characterised by a relatively larger internal strength of dependency, which can be seen based on the significantly smaller distance between the points representing its participants. In the case of the second sub-segment, the distance between the column coordinate and the row coordinate "c" and between the same column coordinate and row coordinate "d" are similar. It can be deduced, therefore, that treatment of an employee with respect only sometimes or even more seldom to a similar degree constitute a stress-inducing factor. Hypothesis H1 was, nevertheless, confirmed.

It is worth noting that point "e" reflecting perceiving work mainly as something that hampers personal development does not belong to any of the identified segments. These types of negative feelings concerning work are therefore relatively least connected with the manner of treatment of employees by superiors.

The relations with superiors resulting from the way in which they treat their underlings can affect the activities connected with personal intellectual potential development. Although its demonstration seems obvious and an intrinsic part of scientific institutions and the like, however, even in such an

environment not every employee practically manifests the same readiness to engage in self-development, aside from the fact that not every superior supports their underlings in this respect. Based on Table 2, relatively the largest percentage of the respondents even showed signs of passiveness. In total, a smaller number of persons (38.00%) would frequently show initiative, wanting to develop their skills, where the majority of them (22.00%) failed to obtain the approval of the superior or such approval did not include any financial support. Does this give rise to any consequences connected with the perception of the work performed?

It turns out that between the manner of its evaluation and the display of initiative concerning the development of the intellectual potential, there is a statistically significant dependency ($p = 0.0079$) with a substantial strength, which can be seen based on the relatively large total chi-squared value (43.8694).

Table 2. The specificity of performed work perceived by respondents versus the manifestation of initiative connected with development

Row variable: qn. 15 (7); Column variable: qn. 6 (5)						
Responses	e	b	c	a	d	Total
a	2.00	0.00	1.00	2.00	0.00	5.00
c	0.00	1.00	1.00	3.00	0.00	5.00
f	0.00	4.00	4.00	2.00	1.00	11.00
g	1.00	10.00	22.00	5.00	1.00	39.00
d	0.00	0.00	4.00	4.00	3.00	11.00
b	1.00	1.00	10.00	3.00	2.00	17.00
e	0.00	3.00	5.00	2.00	2.00	12.00
Total	4.00	19.00	47.00	21.00	9.00	100.00

where: for the column variable concerning the perceived specificity of the performed work — a) creative, requiring creativity, b) stressful, c) routine, d) personality developing, e) hampering personal development;

For the row variable concerning the manifestation of initiative connected with development — a) I often show initiative in terms of the development of my skills and abilities, but usually fail to receive my superior's approval; b) I often show initiative in terms of the development of my skills and abilities and usually receive my superior's consent without any financial support; c) I often show initiative in terms of the development of my skills and abilities and usually my superior gives his/her consent and offers partial funding of the course or training, etc.; d) I often show initiative in terms of the development of my skills and abilities and usually my superior gives his/her consent and offers to cover all the costs of the course or training, etc.; e) I sometimes show such initiative; f) I rarely show such initiative; g) I never show such initiative, but I have waited for the orders of my supervisor.

Source: own elaboration based on the results of conducted studies.

The polarisation of the system on a horizontal plane can be seen in the model presented in Figure 2. This is tantamount to the occurrence of 2 of the basic segments of respondents identified in terms of their perception of work in a positive (lower part of system) or negative (top part of the system) light.

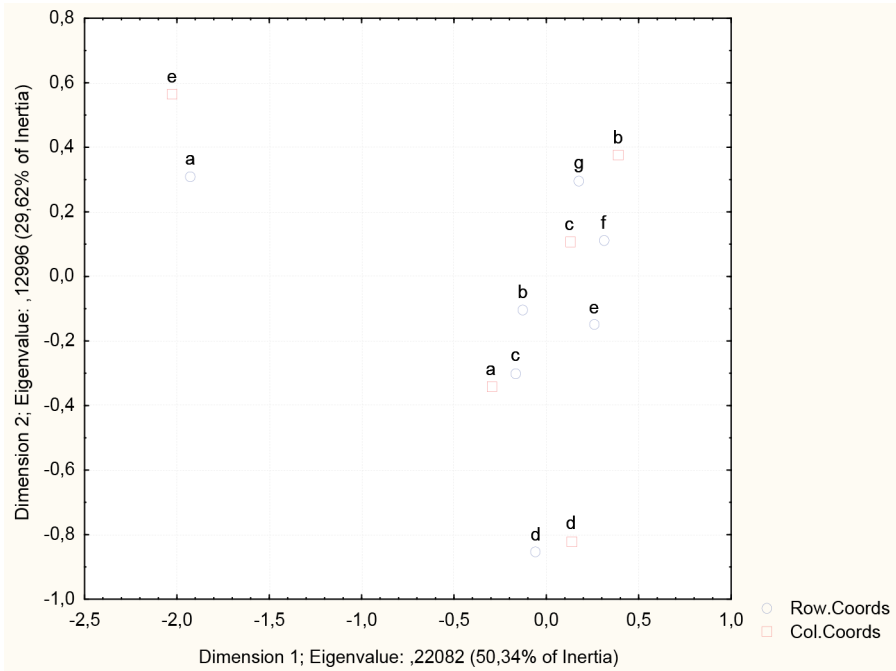
Two sub-segments can be identified in each of these segments. Among the respondents perceiving work positively, this is the sub-segment of:

- 1) Persons perceiving work as developing their personality (column coordinate "d") and at the same time pointing to the fact that they also frequently show initiative towards the development of their skills and abilities and usually obtain their superior's consent and offers to fully cover the costs of the course or training, etc. (row coordinate "d"),
- 2) Persons perceiving work as creative (column coordinate "a") and simultaneously pointing out that they also frequently show initiative to develop their skills and abilities and usually get the approval of their supervisor without getting any or just partial financial support, or only sometimes show such initiative (row coordinates "b", "c" and "e").

Whereas in the segment of persons perceiving their work negatively, the following can be identified:

- 1) The sub-segment of persons perceiving work mainly as stressful or routine (column coordinates "b" and "c") and at the same time pointing out that they rarely show initiative to develop their skills and abilities or even never show it, waiting for their supervisor's commands and instructions (row coordinates "f" and "g"),
- 2) The sub-segment of persons perceiving their work mainly as impeding their personal development (column coordinate "e") and at the same time showing that they often show initiative of developing their skills and abilities but usually fail to get the approval of their supervisor (row coordinate "a").

Figure 2. The model "specificity of performed work perceived by respondents
— manifestation of initiative connected with development"



Row variable: qn. 15 (7)
 Column variable: qn. 6 (5)
 Own values: 0.2208; 0.1300; 0.0641; 0.0239.
 Total chi-square = 43.8694; df = 24; p = 0.0079

Source: own elaboration based on the results of conducted studies.

It is worth noting that perceiving work mainly as stressful is above all associated with the lack of any initiative whatsoever (thus, Hypothesis H2 was confirmed), whereas perceiving work through the prism of its routine nature is more connected with the rare manifestation of initiative with respect to the development of one's own intellectual capital. The distances between the points reflecting the mentioned attitudes and behaviours indicate this. Furthermore, the evaluation of the work performed as personality-developing is connected with a more frequent manifestation of pro-development initiative, which also receives full financial backing of the supervisor. Perhaps we are dealing with the effect of the a self-fulfilling prophecy here. This is because this is a sub-segment which is characterised

by a greater homogeneity than the second sub-segment identified in this part of the analysed system.

The question can now be posed concerning whether or not the feelings associated with the performed work have any bearing on the willingness of employees to recommend their employers? Based on Table 3, although the majority of employees recommended the organisation they were employed in, over 1 of the persons in total advised against undertaking work in them (26.73%). This was a slightly greater percentage than the total number of respondents highlighting the fact that work is stressful or impedes their personal development (22.77%). Attention should also be paid to the fact that an identical portion of the respondents fully recommended their employer and referred to the work performed by them as creative.

Table 3. The specificity of performed work perceived by respondents versus their willingness to recommend their employer

Row variable: qn. 19 (4); Column variable: qn. 6 (5)						
Responses	e	b	c	a	d	Total
b	2.97	8.91	26.73	9.90	3.96	52.48
d	0.00	2.97	3.96	0.00	0.00	6.93
a	0.00	1.98	4.95	9.90	3.96	20.79
c	0.99	4.95	11.88	0.99	0.99	19.80
Total	3.96	18.81	47.52	20.79	8.91	100.00

where: for the column variable concerning the perceived specificity of the performed work — a) creative, requiring creativity, b) stressful, c) routine, d) personality developing, e) hampering personal development; For the row variable concerning willingness to recommend the employer — a) definitely recommend them, b) don't really recommend them, c) I rather advise against it, d) I definitely advise against it.

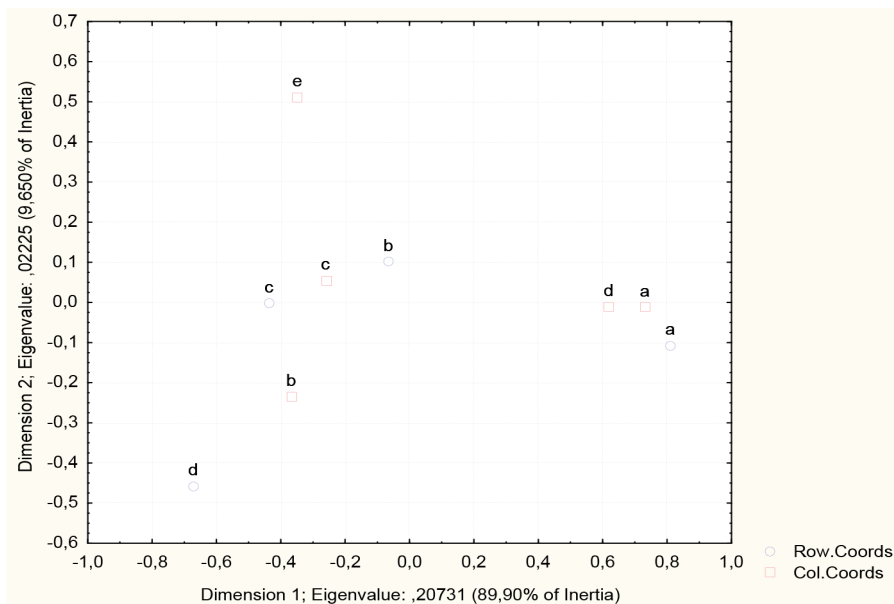
Source: own elaboration based on the results of conducted studies.

Is this, therefore, a coincidence or does this convergence result from the existing dependency between both analysed categories? It turns out that there is a statistically significant dependency here ($p = 0.0254$). Just as in the case of the first analysed dependency, it is not that strong, which can be seen based on the highly similar total value of the chi-squared (23.2897).

Another similarity is noticeable when analysing the model that was created on the basis of the outcomes of the correspondence analysis (figure 3). A clear vertical polarisation can also be seen in the system in this case, suggesting the

existence of two analogous main segments of respondents in terms of them perceiving their own work. As before, the segment of persons assessing their work positively is homogenous and no sub-segments can be identified within it. This is because it includes the respondents that assessed their work as creative or developing their personality (column coordinates "a" and "d") and at the same time unequivocally recommended the organisation they are employed in as a potential employer (row coordinate "a"). It is worth pointing out that the distance between coordinates marked with the letter "a" is slightly smaller than between the row coordinate "a" and column coordinate "d". This indicates a relatively slightly weaker dependency between the greatest willingness to recommend their employer to others and perceiving the creative nature of their work than between the same degree of recommendation willingness and perceiving work as a place where they can develop their personality. Willingness to recommend their employer, on the other hand, does not encourage perceiving mainly the stressful nature of the work performed or its routine nature.

Figure 3. Model "perceiving work performed by respondents — willingness to recommend the employer"



Row variable: qn. 19 (4)
 Column variable: qn. 6 (5)
 Own values: 0.2073; 0.0223; 0.0010
 Total chi-square = 23.2897; df = 12; p = 0.0254

Źródło: own elaboration based on the results of conducted studies.

Within the segment of persons assessing their work negatively (left part of system) two sub-segments can be identified:

- 1) Persons perceiving the work performed by them as stressful (column coordinate "b") and at the same time definitely discouraging other from undertaking employment at their employer (row coordinate "d"),
- 2) Persons perceiving the performed work as routine (column coordinate "c") and at the same time less explicitly encouraging or less explicitly discouraging undertaking employment at their employer (row coordinates "b" and "c").

Therefore, it can be stated that perceiving mainly the stressful aspects of work leads to decisively discouraging others from establishing an employment relation with the given employer (therefore, Hypothesis H3 was confirmed), whereas the routine nature of work does not give rise to such unequivocal or strong consequences. It may lead to moderately discouraging undertaking employment in a given organisation but it may also encourage employees to recommend it. This lack of ambiguity should incline employers to undertake active steps to counteract a sense of routine by giving work a creative character, particularly that such perception of it not only gave rise to the greatest desire to recommend the employer but there also was the smallest distance between these coordinates, which indicates the strongest dependency between them.

Just as in the case of the first dependency, column coordinate "e" reflecting perception of work as impeding personal development was not in either of the two sub-segments despite it belonging to the broadly understood segment of persons negatively evaluating the work performed by them.

Willingness to recommend the employer is based on the subjective feelings of employees which are reflected in the manner in which they characterise the organisation employing them. This is confirmed by research findings suggesting that an identical percentage of respondents specified the organisation that employs them as a place that they hate and definitely discourage others from working there. Although such a categorical negative evaluation of the organisation was performed by the smallest percentage of the respondents, only a slightly larger group characterised the organisation employing them most positively, referring to it as a second home. Overall,

almost every fifth respondent referred to their organisation as their workplace with a greater or smaller aversion. It seems, therefore, that there should be a dependency between the way that work is perceived and the way in which the organisation is characterised by the respondents. Based on Table 4, a similar percentage of respondents perceived their work mainly in terms of its stressful nature as persons that have an aversion to the organisation in which they are employed. Whereas indifference and even aversion towards a given organisation was felt by a similar portion of the respondents to the number of persons highlighting the routine nature of the work performed by them. On the other hand, only a slightly smaller part of the respondents highlighted the creative and conducive to development nature of their work than those characterising the organisation as a place where they like being.

Table 4. The specificity of performed work perceived by respondents versus the manner in which they characterise the organisation

Row variable: qn. 30 (5); Column variable: qn. 6 (5)						
Responses	e	b	c	a	d	Total
c	2.97	7.92	18.81	4.95	0.99	35.64
b	0.00	5.94	13.86	8.91	6.93	35.64
d	0.99	2.97	7.92	0.99	0.00	12.87
e	0.00	1.98	4.95	0.00	0.00	6.93
a	0.00	0.00	1.98	5.94	0.99	8.91
Total	3.96	18.81	47.52	20.79	8.91	100.00

where: for the column variable concerning the perceived specificity of the performed work — a) creative, requiring creativity, b) stressful, c) routine, d) personality developing, e) hampering personal development; For the row variable concerning the way in which an organisation is characterised — a) "it's like a second home, and my colleagues are like my second family", b) "it's a place where I like spending time but I look forward to going home", c) "it's only a place where I can earn money to support myself and my family and I have a neutral emotional connection with it", d) "it's a place to which I don't eagerly go to, but working there lets me have contact with other people", e) "it's a place that I hate with all my heart and the only thing I get from it is strong stress but I have no other way out of the situation what with the current situation on the labour market"

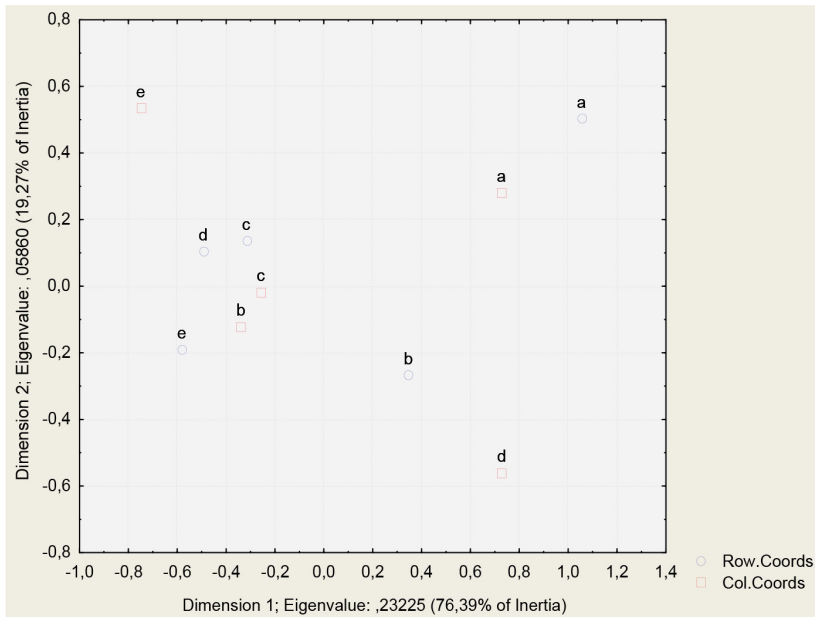
Source: own elaboration based on the results of conducted studies.

The research findings suggest that the dependency between these categories is statistically significant ($p = 0.0147$), and it is stronger than the earlier analysed dependency (total value of chi-squared is 30.7066), although it is weaker than the second of the analysed variables, which turned out to be strongest.

A vertical polarisation due to the positive or negative perceiving of work is evident when looking at the model devised on the basis of the results of the correspondence analysis, just like in the first and third model analysed earlier. This allows two basic respondent segments to be identified. Differently from both mentioned models, the right side of the system is more complex in nature. This is because the segment belonging to it can be divided into two sub-segments:

- 1) Persons perceiving work as being creative (column coordinate "a") and at the same time characterising the organisation as their second home (row coordinate "a"),
- 2) Persons perceiving work as developing their personality (column coordinate "d") and at the same time characterising the organisation as a place where they like spending their time (row coordinate "b").

Figure 4. Model "perceiving work — manner of characterising the organisation"



Row variable: qn. 30 (5)
 Column variable: qn. 6 (5)
 Own values: 0.2322; 0.0586; 0.0129; 0.0002.
 Total chi-square = 30.7066; df = 16; p = 0.0147

Source: own elaboration based on the results of conducted studies.

Both sub-segments are homogenous in nature, however, in both cases the strength of the internal dependency is similar, which is evidenced by the proximity between the points representing participants of one and the other set. The points located on the left part of the system create one set reflecting one segment of respondents perceiving their work as stressful or routine (column coordinates "b" and "c") and at the same time characterising the organisation with indifference or greater or smaller aversion (row coordinates "c", "d" and "e"). It is worth highlighting that the distances between points creating this set are much smaller than in the case of both sets on the right side of the system, which indicates relatively stronger internal dependencies between perceiving work in a negative and indifferent light or unflattering portrayal of the organisation. Therefore, it can be stated that perceiving work negatively may "only" give rise to indifference towards the organisation but may also lead to a negative relationship towards it. There was a stronger dependence between perceiving work as stressful and a sense of hatred towards the organisation compared to perceiving the routine nature work, which is evidenced by the distances between the points reflecting these attitudes of the respondents. Hypothesis H4 was, therefore, confirmed. Seeing developmental tasks in a positive way leads exclusively to flattering opinions about the organisation, which should be the most convincing for employers and encouraging them to create favourable conditions for their employees that would be conducive to their work satisfaction.

Summary

Based on the presented considerations, it can be stated that the manner in which employees perceive the work performed by them plays a major role not only from the point of view of their professional life of every one of them but also from the perspective of the functioning and the developmental capacity of the entire organisation. Perceiving work in a positive light gives rise to positive outcomes for employees as well as for the employing institution, whereas seeing mainly its negative aspects and features has negative consequences. This is particularly visible when work is seen to be stressful. All the formulated research hypotheses were successfully confirmed.

Based on the conducted research, such feelings of the respondents inclined them to be more passive in relation to improving their intellectual

potential (relatively the strongest dependency), decisively deterring others from entering the organisation as employees and to extremely negative associations connected with it. Thus, these were worse consequences from the point of view of the employer than in the case of the remaining negative ways of perceiving work. Therefore, actions should all the more be taken to help employees perceive the positive aspects of their workplace. Then, not only is the risk of the above unfavourable consequences for the employer eliminated, the beneficial effects in the form of co-creation of the good image of a given organisation and involvement of employees in its development, thanks to which it can continue to grow and flourish are stimulated. One of the simplest and at the same time the most important steps to initiating this process of changes in the way employees perceive their work is transforming the relationship between superiors and their underlings from an objective to a subjective relationship. This is because treating employees with respect in every situation gives rise to them having only positive opinions about their work, which is then seen by them to be creative and conducive to development. Being aware of these dependencies, employees should therefore be seen as marketing partners whose needs and expectations are the starting point for shaping the strategy for development of the entire organisation.

References

- ¹ The needs and expectations of employees are dynamic in nature (cf. C. Freese, R. Schalk, M. Croon, *The impact of organizational changes on psychological contracts: A longitudinal study*, "Personnel Review" 2011, vol. 40, no. 4, pp. 404–422), which particularly requires the use of a marketing approach in relation to them that is based on the permanent identification of such expectations and tailoring of the offer to their needs.
- ² Cf. *Handbook of Research on Customer Equity in Marketing*, V. Kumar, D. Shah (eds.), Edward Elgar Publishing, Cheltenham 2015; H. Mruk, B. Pilarczyk, M. Sławińska, *Marketing. Koncepcje, strategie, trendy*, Poznan University of Economics University Press, Poznan 2015.
- ³ A. Baruk, *Marketing personalny jako instrument kreowania wizerunku firmy*, Difin, Warsaw 2006.
- ⁴ Cf. *Metody zarządzania marketingowego*, eds. J. Otto, Ł. Sułkowski, Difin, Warsaw 2014.
- ⁵ Cf. A. Baruk, *Wybrane aspekty marketingu holistycznego — perspektywa odbiorców*, "Dom Organizatora", Toruń 2014; P. Kotler, K.L. Keller, *Marketing Management*. Global Edition, Pearson, Upper Saddle River 2015.
- ⁶ Excessive occupational stress, on the other hand, determines a drop in involvement in the tasks performed (cf. U. Yozgat, S. Yurtkoru, E. Bilginoglu, *Job Stress and Job Performance Among Employees in Public Sector in Istanbul: Examining the Moderating Role of Emotional Intelligence*, "Procedia — Social and Behavioral Sciences" 2013, vol. 75, no. 3, pp. 518–524).
- ⁷ Should an organisation fail to understand the benefits that can be obtained by it thanks to a subjective treatment of employees is practically one of the main barriers preventing this approach from being implemented (cf. P. Wachowiak, *Spoleczna odpowiedzialność biznesu — wyzwania stojące przed polskimi przedsiębiorstwami*, "E-Mentor" 2011, no. 4, <http://www.e-mentor.edu.pl/artykul/index/numer/41/id/859> (accessed: 20.02.2016)), which, despite seeming to be obvious, particularly at a time of highlighting the need for ethically and socially acceptable actions (cf. P. Gadomska-Dzięcioł, S. Szmalec, *Odpowiedzialne zarządzanie. CSR jako budowanie relacji z pracownikami*, "Personel i Zarządzanie" 2011, no. 8, pp. 40–43), is still not commonly used in practice.

⁸ The possible need to redefine the employee-employer relationship is discussed among other by D.E. Guest (*The psychology of the employment relationship: an analysis based on the psychological contract*, "Applied Psychology" 2004, vol. 53, no. 4, pp. 541–555), and M.N. Akhtar and L. Long (*Organizational change determinants and employees behavior: a psychological contract perspective*, "European Scientific Journal" 2015, vol.11, no.1, pp. 189–199), although they fail to specify the necessity of employing a marketing approach in their mutual relations.

⁹ This has been confirmed by the results of research presenting the labour market in Poland in 2015 conducted by Sedlak & Sedlak. They have shown that the percentage of employees that are satisfied with their work was significantly higher than the percentage of employees satisfied with their wages and salaries (cf. *Summary of the National Salary Study in 2015*, <http://wynagrodzenia.pl/artykul.php/n.1338/email.238728/wpis.3329> (accessed: 20.02.2016)).

¹⁰ This includes expected opportunities for successful balancing of private and working lives (cf. U. Gołaszewska-Kaczan, *Actions for Promoting Work-Life Balance as an Element of Corporate Social Responsibility*, "Prace Naukowe Uniwersytetu Ekonomicznego we Wrocławiu" 2015, no. 387, pp. 54–65), or the expectation of working in a safe work environment and with certainty of keeping it (cf. A. Bodak, M. Gableta, *Oczekiwania pracowników związane z bezpiecznym funkcjonowaniem w środowisku pracy*, "Zeszyty Naukowe Politechniki Śląskiej. Organizacja i Zarządzanie" 2015, z. 83, pp. 45–54), etc.

¹¹ Cf. C. Anton, *The impact of role stress on workers' behaviour through job satisfaction and organizational commitment*, "International Journal of Psychology" 2009, vol. 44, no. 3, pp. 187–194.

¹² It may even lead to a given member leaving a specific organisation (cf. F. Calisir, C.A. Gumussoy, *Factors affecting intention to quit among IT professionals in Turkey*, "Personnel Review" 2011, vol. 40, no. 4, pp. 514–533).

¹³ Cf. S. K. Sharma, J. Sharma, A. Devi, *Role stress based on employee segmentation. A multinomial logit analysis*, "Management" 2012, vol. 17, no. 2, pp. 1–30; T. Cox, A. Griffiths, *Work related stress: A theoretical perspective*, [in:] *Occupational Health Psychology*, S. Leka, J. Houdmont (eds.), Wiley, Blackwell 2010.

¹⁴ The formulated research hypotheses concern Polish employees employed in scientific institutions. Research on occupational stress conducted to date mainly concerned other types of market entities and/or other countries (cf. S.F. Ahmad, F.A. Shah, *Role stress of officers and clerks: An empirical study in banking industry*, "Business Review" 2007, vol. 12, no. 2, pp. 1–9; D.K. Knight, H.-J. Kim, C. Crutsinger, *Examining the effects of role stress on customer orientation and job performance of retail salespeople*, "International Journal of Retail and Distribution Management" 2007, vol. 35, no. 5, pp. 381–391; G. Tankha, *A comparative study of role stress in government and private hospital nurses*, "Journal of Health Management" 2006, vol. 8, no. 1, pp. 11–22; H. Dasgupta, S. Kumar, *Role stress among doctors working in a government hospital in Shimla (India)*, "European Journal of Social Sciences" 2009, vol. 9, no. 3, pp. 356–370). They also failed to cover other aspects of employee perception of their work, focusing on the level of stress felt by them. Thus, they were narrower in scope and failed to contain any references to the marketing orientation of an organisation in the role of an employer.

¹⁵ The behaviour of superiors as the key factor effecting the level of stress felt by employees was also mentioned by B. Gilbreath and L. Karimi (*Supervisor behavior and employee presenteeism*, "International Journal of Leadership Studies" 2012, vol. 7, iss. 1, pp. 114–131), although, similarly to the article of B. Gilbreath and P.G. Benson (*The contribution of supervisor behaviour to employee psychological well-being*, "Work & Stress" 2004, vol. 18, pp. 255–266), they mainly write about communication behaviour and not about the manner of treatment of their underlings assessed from their perspective.

¹⁶ This article is based on the fragment of significantly more extensive empirical studies conducted with the aid of a questionnaire encompassing several dozen questions addressed at employees as the target of the personnel marketing offer. It is for this reason that only raw data was subject to analysis obtained through the posing of chosen questions to respondents (marked as: 6, 2, 15, 19 and 30, respectively) connected with perceiving one's own work, the manner of treatment by superiors, readiness to develop their intellectual capital, willingness to recommend the employer and the nature of the organisation. The scale of the responses to these questions was provided in the description for the given tables.

¹⁷ Purposive-quota sampling was used.

¹⁸ The reliability of the identified models was also assessed by specifying the boundary probability of critical "p" in the chi square test. If it is higher than the value of 0.05, specified diversity of inertia compared to zero, which was used to build the models has no statistical significance. The term inertia is used in correspondence analysis analogously to the concept of variance used in statistics.

¹⁹ In the description of Table 1, response "e" (no, never) is mentioned in the case of the row variable, which was not taken into account in this contingency table since nobody provided this response.

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dr hab. prof. nadzw. Agnieszka Izabela Baruk, Politechnika Łódzka, Polska — pracownik Politechniki Łódzkiej Katedra Systemów Zarządzania i Innowacji) oraz Uniwersytetu Przyrodniczego w Lublinie (Katedra Zarządzania i Marketingu). Autorka w sumie 434 publikacji naukowych, w tym 14 książek, z zakresu marketingu, zarządzania marketingowe, marketingu personalnego przedsiębiorstw i organizacji naukowych.



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al. Krakowska 110/114
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