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- (C) Statistical Analysis (analiza statystyczna)
- (D) Data Interpretation (interpretacja danych)
- (E) Manuscript Preparation (redagowanie opracowania)
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**HUMAN CAPITAL AS A DETERMINANT
IN THE IMPLEMENTATION OF PERSONNEL POLICY
– PART 2: RESULTS OF RESERACH IN INTEGRATION
AND WELFARE INSTITUTIONS**

**KAPITAŁ LUDZKI JAKO DETERMINANTA REALIZACJI
POLITYKI PERSONALNEJ – CZĘŚĆ 2: WYNIKI BADAŃ
W INSTYTUCJACH INTEGRACJI I POMOCY SPOŁECZNEJ**

Abstract: The aim of the paper is to present diagnosis of the level of human capital that contributes to the implementation of personnel policy of integration and welfare institutions examined. The paper is empirical in nature and presents analysis of the survey results within selected aspects of human capital management in the institutions examined. Primary data collected during a quantitative study using questionnaire surveys, with a survey questionnaire as a research tool. The questionnaire was addressed to randomly selected employees of integration and welfare institutions located in Silesian Voivodeship (Poland).

Keywords: human capital, employee motivation, building relations among employees, strategic management of human capital, integration and welfare institutions

Streszczenie: Opracowanie ma na celu przedstawienie diagnozy poziomu kapitału ludzkiego przyczyniającego się do realizacji polityki personalnej badanych instytucji pomocy i integracji społecznej. Artykuł ma charakter empiryczny i przedstawia analizę wyników badań wybranych aspektów zarządzania kapitałem ludzkim w badanych instytucjach. Dane pierwotne pozyskano w drodze badania ilościowego przy wykorzystaniu badań ankietowych, dla których narzędziem badawczym był kwestionariusz ankiety. Kwestionariusz został skierowany do losowo wybranych pracowników instytucji pomocy i integracji społecznej zlokalizowanych na terenie województwa śląskiego (Polska).

Keywords: kapitał ludzki, motywowanie pracowników, budowanie relacji pracowniczych, strategiczne zarządzanie kapitałem ludzkim, instytucje integracji i pomocy społecznej

Introduction

Due to lack of comprehensive reports and analyses diagnosing the state of the process of managing human resources in integration and welfare institutions, the general aim of the research project was to diagnose the state of human resource management taking into account its impact on the functioning of this type of institutions, and to indicate areas of improvement in the model under diagnosis.

Organisational units of the institutions in which the survey was conducted include: regional centres for social policy, district (powiat) family support centres, social assistance centres, social care centres, centres offering specialist advisory services, including family counselling, assistance centres and crisis intervention centres. 154 people participated in the survey (n=154).

1. Research assumptions

The research included diagnosis of human resource management performed based on an analysis of the management process, resulting from the level and involvement of the managerial staff and work quality, which is closely connected with employees' competences and potential, which in turn impacts the quality of working environment and organisational culture. The factors presented were treated as direct causes of the effectiveness and efficiency (or their lack) of the process of human resources management in integration and welfare institutions.

The detailed objectives of the research included:

1. Identification of the needs of integration and welfare institutions in the area of the process of human resources management.
2. Characterisation of phenomena that have a positive or negative impact on the process of human resources management in the institutions under analysis.
3. Diagnosis of the state of the process of human resources management in the institutions under analysis.
4. Developing recommendations for the managerial staff of the institutions under analysis in the context of improvement of systems for human resources management.

The following research problems were formulated, among other things¹:

1. Are strategies implemented in an appropriate way in integration and welfare institutions?
2. Do the institutions under analysis have comprehensive strategies in place in the area of human capital management?
3. What are the most important elements of motivation systems in integration and welfare institutions?
4. Does the amount of remuneration in integration and welfare institutions fulfil a motivation function?
5. Is there climate and work atmosphere in integration and welfare institutions that is conducive to cooperation?

As part of the research the following research areas were diagnosed: strategic management of human capital, employment planning, selection of employees, building relations in an organisation, remuneration and motivation system and an employee appraisal system. This paper concentrates on selected issues in the areas: strategic approach to human capital management, remuneration and motivation and building relations in an organisation.

2. Research tools

In order to receive reliable results, literatures studies were complemented by analysis of original data obtained during a quantitative study using a questionnaire survey with a survey questionnaire as the research tool. The questionnaire was addressed to randomly selected employees of integration and welfare institutions based in Silesian Voivodeship (Poland). The questionnaire was sent to 1000 employees of integration and welfare institutions in the period February-April 2014. The survey resulted in 164 completed questionnaires, of which 154 completely and correctly filled in questionnaires were accepted for further analysis.

3. Research sample

Organisational units of social services in which the research was conducted include: regional centres for social policy, district (poviat) family support centres, social assistance

¹ The methodology presents only those research problems on which this paper concentrates.

centres, social care centres, centres offering specialist advisory services, including family counselling, assistance centres and crisis intervention centres. 154 people participated in the survey, of which females accounted for 87%, males constituted 11.7% (in the other cases - no data was provided). All those surveyed had higher education. As far as age is concerned, people aged 25-35 (53.2%) and 36-45 (36.4%) dominated. 7.8% of them were aged 46-55, whereas 2.6% were at the age of 25. As far as the seniority is concerned, the biggest group consisted of respondents with 5 to 10 years of work experience in integration institutions and social services (48.1%). Work experience of 11 to 20 years was declared by 32.5% of those surveyed, up to 5 years of work experience - by 15.6%, from 21 to 30 years - by 2.6%, whereas the rest (1.3%) had over thirty-years' work experience in such institutions. 42.2% of those surveyed fulfilled managerial functions, whereas 57.8% - operational functions.

4. Results and Discussion

4.1. Strategic approach to human capital management

Strategic approach to human capital management enables a consistent use of modern tools for human capital management in an organisation. It leads to a close integration of the different systems for management of human resources, which significantly increases their effectiveness.

In the area of strategic management of human resources, the following hypotheses were formulated, among other things:

- *H1. In integration and welfare institutions, strategies are implemented in an inappropriate way.*
- *H2. The institutions examined often do not have comprehensive strategies in the area of human capital management.*

Integration and welfare institutions have visions of their future development (78.5%). Little over 33% of those surveyed confirmed that their institutions had such a vision in the form of a specific project, whereas 45.5% admitted that the development vision of their organisation was not a specific project, but mere plans that have not been fully thought out. These results overlap with those referring to possession of strategies by the institutions examined (63.6%). In most cases, employees of institutions with a vision of the future are aware of the existence of such a strategy and know its assumptions. In turn, organisations without a vision also have no strategy, or employees are not aware of it. The knowledge of the basic assumptions of the strategy is declared by 54.5% of employees of the institutions examined. It should be stressed that this percentage is too low. Such assumptions should be known to all employees, rather than part of them (employees fulfilling managerial functions are more familiar with these assumptions than those fulfilling operational functions). In the case of employees in managerial posts, these assumptions are known to 75.4% of respondents, whereas in the case of operational posts, this figure is only 27%.

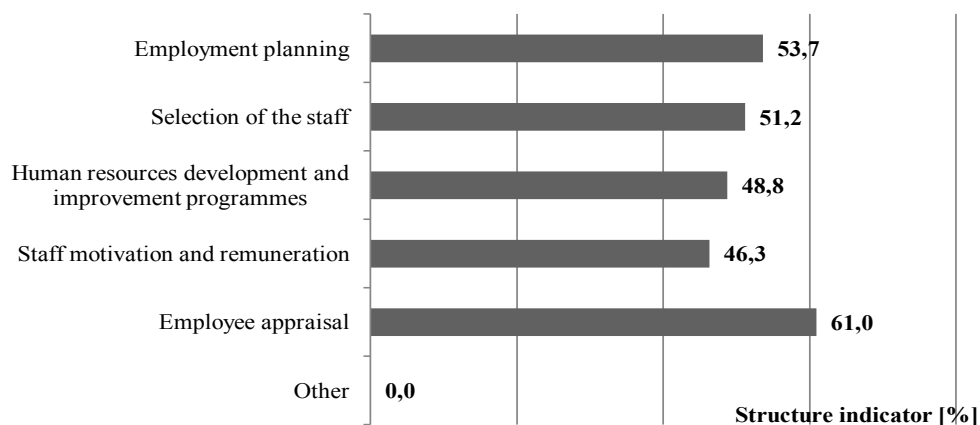
Asked about clarity and intelligibility of the objectives of their institution, 54.5% of the respondents answered that the objectives were formulated in a clear and intelligible way, whereas, unfortunately, as many as 45.5% claimed that they did not understand the objectives their institution wanted to achieve. This may mean failure to implement the strategy in an appropriate way. One of the basic conditions of an appropriate implementation of a strategy is to ensure that employees understand its objectives. If employees do not understand the objectives, it is difficult for them to contribute to their achievement through appropriate performance of tasks.

The strategies of organisations usually covered the period of over 3 years (54.1%). According to 35.7% of respondents, strategies in their institutions were developed for the period of 2-3 years, whereas according to 10.2% - for around a year. No strategy covered a period shorter than one year. Long-term strategies have to be more general due to changeability of the environment. Therefore, a very important issue and at the same time an important condition for an organisation to achieve its objectives is to make them specific and cascade them to tasks, which have specific addressees. However, asked: *whether the tasks performed to achieve the objectives have their addressees (whether there are people responsible for their performance)* 60% of the respondents answered that the tasks had their addressees, but as many as 40% indicated lack of such addressees. This is highly worrying as it suggests inappropriate implementation of a strategy and may lead to failure to achieve objectives of an institution which are very important from the perspective of implementing social goals of our country. These results confirm hypothesis H1.

In the area of a human capital management strategy, 73.4% of those surveyed indicated lack of such a strategy, and the rest 26.6% indicated the contrary. Respondents working in institutions with a strategy for human resources management usually indicated that this strategy referred to the area of employee appraisal, staff planning and staff selection (figure 1). This confirms hypothesis H2.

Figure 1. Areas of the strategy for human resources management

Rysunek 1. Obszary strategii w zakresie zarządzania zasobami ludzkimi



Source: own work based on survey results.

4.2. Remuneration and motivation

In the area of remuneration and motivation, the following hypotheses were formulated, among other things:

- H3. *An important element of motivation systems in integration and welfare institutions is friendly atmosphere at work.*
- H4 *The amount of remuneration in integration and welfare institutions does not fulfil a motivation function.*

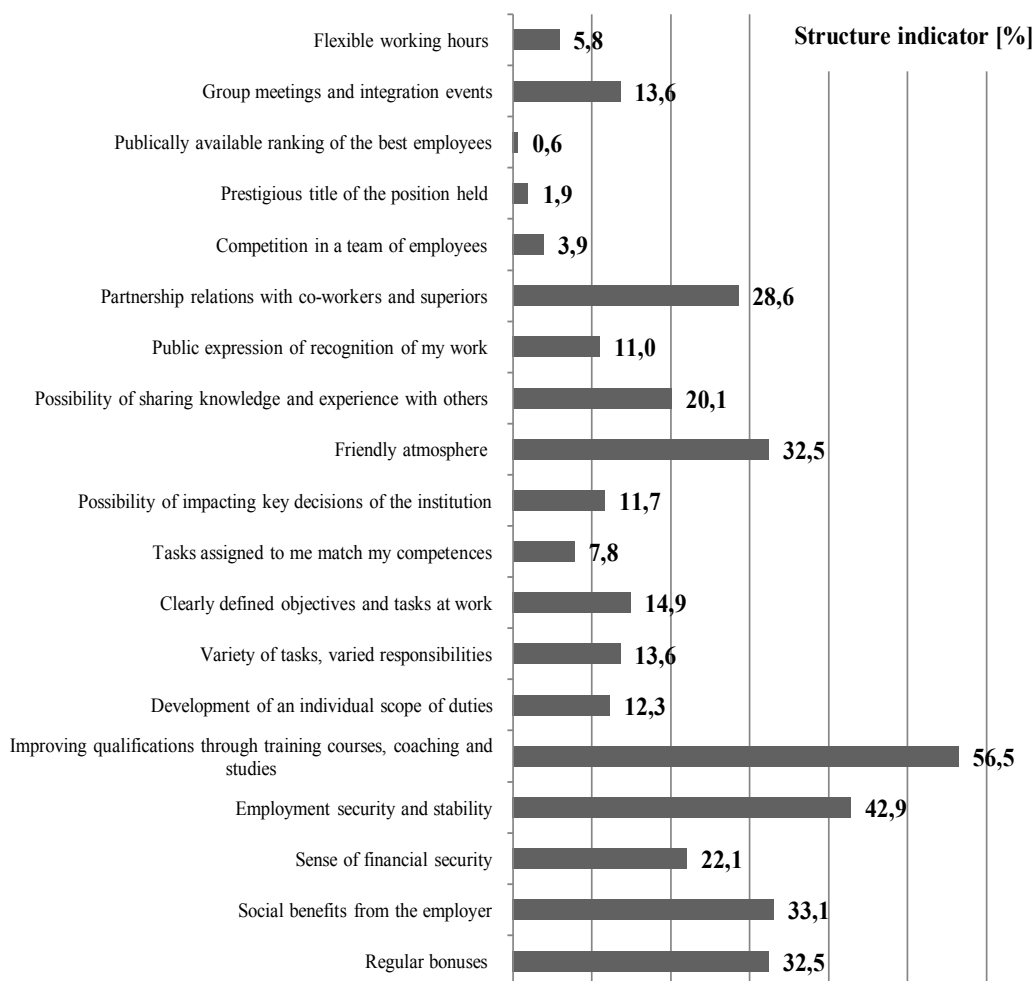
According to the respondents, the motivation system in their institution was not clearly defined (80.5%). Only 19.5% of respondents indicated that employee motivation systems in their work place had precise and clear principles. This may mean that employees do not know the principles of the existing motivation system or do not understand them.

An organisation requires its employees to actively perform their day-to-day tasks. Therefore, it is very important for the managerial staff to make efforts to stimulate and keep motivation tension. As employees vary in terms of susceptibility to motivation, the superior has to identify such susceptibility. Asked: *Does your superior motivate you to work?* 50.6% of those surveyed answered in the affirmative. As many as 48.1% of those surveyed claim that their direct superior does not take any actions to motivate employees to increase work effectiveness.

According to A. Oleksiuk (2009)², a motivation function of the manager is to make sure that the members of an organisation act in a way that significantly contributes to achievement of objectives of the organisation. Nowadays, managers can choose from a range of measures that can impact the employee's involvement. They can be divided into: coercive measures, incentives and persuasion measures. Nowadays, managers usually apply the second group of measures, i.e. incentives. These measures vary a lot and are connected with internal and external factors. External factors can immediately affect the behaviour of employees. Internal factors, in turn, exert a deep and long-term impact on the behaviour of employees. Thus, the manager has to find a balance between external rewards and internal incentives. Only then he will be able to wisely and effectively motivate his subordinates.

Among motivators used in integration and welfare institutions, the respondents most often indicated: improvement of vocational skills, employment security and stability, social benefits, bonuses. An important element that motivates employees to work in integration and welfare institutions is partnership relations among co-workers and employees and superiors, and friendly work atmosphere (fig. 2).

² A. Oleksiuk, *Inwestowanie w kapitał ludzki w Polsce, Economicus, Szczecin 2009, s. 38-39.*

Figure 2. Motivators used in integration and welfare institutions**Rysunek 2.** Motywatory stosowane w instytucjach integracji i pomocy społecznej

Source: own work based on survey results.

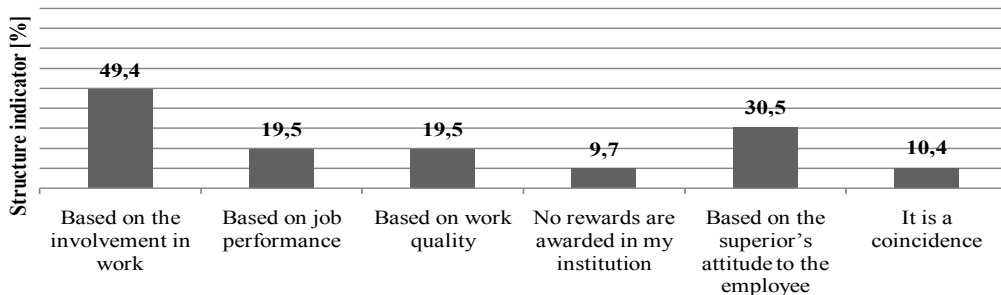
The factors that would motivate employees to increase the quality of their work included, among other things: higher salary (87% of those surveyed), good atmosphere and communication at work place (50.6%), possibility of improving qualifications (36.4%), prospect for promotion (33.8%), regular bonuses (30.5%), clearly defined objectives and tasks and possibility of impacting decisions made in the institution (28.6%). Less important incentives included: performance-dependent bonus (18.2%), integration meetings and events (11.0%), business laptop, car, telephone (4.5%), threat of job loss (1.3%).

An important aspect of employee motivation systems in integration and welfare institutions is the relationship between rewards on the one hand and involvement and job performance on the other hand (fig. 3). Almost 50% (i.e. 49.4%) of the respondents indicated

that in the institution they worked rewards were awarded based on their involvement in work. The respondents also claimed that rewards were awarded based on job performance (19.5%) and quality of work (19.5%). Unfortunately, certain irregularities can also be observed in this regard, because as many as 30.5% of the respondents claimed that rewards depended more on the relations between the superior and employee than on involvement, and neither quality or work effects mattered. As many as 10.4% of the respondents indicated that rewards were awarded on a coincidence basis. Moreover, 9.7% claimed that no rewards were awarded in the institution in which they worked.

Figure 3. Reasons for receiving rewards by an employee

Rysunek 3. Przesłanki otrzymania nagrody przez pracownika



Source: own work based on survey results.

The respondents also answered the questions connected with the use of punishments in their institutions. According to 57.1% of the respondents, punishments are used in their institutions, whereas 42.9% claimed that no punishments were used.

When viewing employee motivation tools in terms of positive and negative incentives, it should be noted that positive incentives have a much larger impact on employees' motivation than negative ones. Employees are much more motivated by positive motivation instruments, such as rewards (77.9%) or promotion (44.8%) than punishments (29.2%) or demotion (17.5). The factors that may demotivate employees include: salary inadequate to the work performed (70.1%), lack of trust, pressure and coercion exerted by the superior (48.1%), stress (35.7%), employment uncertainty (31.2%), competing with co-workers, conflicts (29.2%), lack of prospect for promotion (27.3%), having no say in matters connected with the institution (16.2%) and lack of prospect for professional development (14.9%).

In the institutions surveyed (same as in other institutions of public administration in Poland - see research M. Smolarek and J. Dzieńdziora³), employees expressed their opinions about their remuneration compared with other sectors of public administration. Only 7.1% of those surveyed indicated that their salary was higher. As many as 68.2 of those surveyed considered their remuneration as lower (rather lower and definitely

³ M. Smolarek, J. Dzieńdziora, *Czynniki motywacji podnoszące morale pracowników*, „Zeszyty Naukowe Wyższej Szkoły Humanitas. Zarządzanie” 2014, nr 2, p. 155-165; M. Smolarek, *Motivation system to work in disposable group. Case study*, „Zeszyty Naukowe Wyższej Szkoły Humanitas. Zarządzanie” 2014, nr 2, p. 197-211.

lower). This fact is demotivating to employees - they indicated salary inadequate to work as top demotivation factor (70.1%), which confirms hypothesis H4. Other demotivation factors mentioned by the respondents included: lack of trust, exertion of pressure and coercion by the superior (48.1%), stress (35.7%), employment uncertainty (31.2%), competition with co-workers, conflicts (29.2%), lack of prospect for promotion (27.3%), having no say in matters connected with the institution (16.2%) and lack of prospect for professional development (14.9%).

4.3. Employees' relations with the managerial staff

In the area of building relations in an organisation, the following hypothesis was formulated, among other things:

- *H5. In integration and welfare institutions, the climate and work atmosphere are conducive to cooperation.*

Building relations in an organisation is based on appropriate cooperation. A huge role is played by every-day atmosphere and work climate in an organisation. As Koziół (2000) writes⁴: "the right approach of a human being to work depends on the psychosocial climate existing in a team of workers." Work is not the whole life of a human being. It is thus important to appropriately integrate work assignments in the life of a human being so that work is its part. This requires an appropriate climate that has a positive impact on the employee's attitude and motivation and facilitates the release of initiative and development of creativity of employees. This climate would help create an organizational culture conducive to innovation⁵.

One of the elements that impact the creation of a work climate is the attitude of the superior towards the subordinate. This is stressed e.g by M. Sipa⁶ (2015) in relation to small enterprises. Employees of integration and welfare institutions claim that their superiors' attitude to the staff shows respect towards employees (53.2%), willingness to ensure them decent working conditions (36.4%), care about the life and health of employees (20.1%), willingness to create possibilities for employees to meet their needs (14.9%) and other aspects (10.4%).

Relations in institutions between superiors and subordinates are evaluated rather positively (63.0%). Only 12.3% of the respondents evaluated these relations negatively, whereas 24.7% did not have an opinion in this respect. We can thus assume that managers care about appropriate climate in their organisations. Unfortunately, the answers to the question: Is it possible in your institution to openly express your views and opinions? showed that despite positive relations between superiors and subordinates, employees have limited trust to the managerial staff of their institution. As many as 46.8% of the

⁴ L. Koziół, *Zarządzanie czasem pracy*, Antykwa, Kraków 2000.

⁵ A. Pachura, *Kultura organizacyjna a potencjał kreatywności przedsiębiorstwa*, „Zeszyty Naukowe Wyższej Szkoły Humanitas. Zarządzanie” 2015, nr 3, p. 87-97.

⁶ M. Sipa, *Przedsiębiorca i zasoby wiedzy w działalności innowacyjnej małych przedsiębiorstw*, Studia i Prace WNEiZ nr 39/2015, tom 3, Szczecin 2015, s. 333-344.

respondents indicated that it was possible but only to a limited extent, whereas 13.6% indicated no such possibility. 38.3% of the respondents think that they are allowed to openly express their views and opinions.

Relationships between co-workers in integration and welfare institutions were evaluated by those surveyed as positive. It is co-workers that the respondents most often turn to in problem situations (45.5%). 32.0% of those surveyed turn to their direct superiors, whereas 22.5% try to cope with problems by themselves.

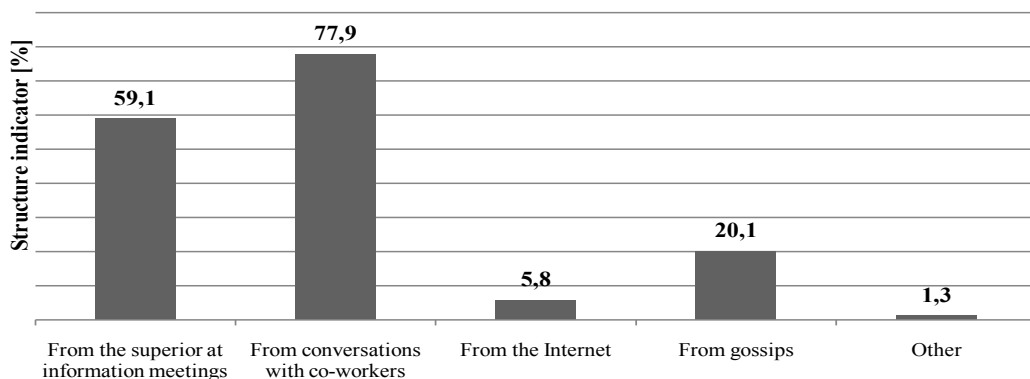
Communication has also a significant impact on building appropriate relations in an organisation. Good (effective) communication contributes to better relations in an organisation, whereas bad communication is one of the most frequent sources of conflicts. Employees devote most of their time to communication (writing, reading, listening, speaking). It is thus justified to say that one of the biggest obstacles on the way to effective team work is lack of effective communication. Effective communication means not only conveying information and concepts through transmission of meanings, but also their understanding.

An important aspect of communication is access to information. In integration and welfare institutions employees have access to information that is necessary for them to properly perform their daily tasks (94.8%). Only 5.2% of those surveyed indicated lack of access to necessary information. Unfortunately, there are problems with information reaching employees at the right time. As many as 72.7% of the respondents claim that they receive information with a significant delay. Only 27.3% think information reaches them on time.

Unfortunately, information delay is not the only problem connected with the process of communication in the institutions surveyed. Employees receive the most information from their co-workers (77.9%) - fig. 4, while, in their opinion, they should receive it from their direct superiors (89.6%).

Figure 4. Sources from which employees obtain information about what is happening in their institution

Rysunek 4. Źródła, z których pracownicy pozyskują informacje o tym, co dzieje się w ich instytucji



Source: own work based on survey results.

For communication to be called effective, the content that is transmitted has to be understood in accordance with the intentions of the sender of the message. The following forms of communication dominate in the institutions surveyed: direct conversation (78.2%), telephone conversation (10.9%), written information (10.9%) and other forms (1.7%). Unfortunately, although these forms of communication are positively evaluated by employees, the quality of communication leaves much to be desired. As many as 60.6% of employees of integration and welfare institutions surveyed think that direct conversation skills should be improved, whereas 28.1% - that written instructions are unclear.

Communication in an organisation is like its bloodstream. It has a large impact on its dynamics and efficiency. Therefore it is worth paying attention to this issue and improving communication skills of the staff of integration and welfare institutions.

Conclusion

Integration and welfare institutions have a vision of future development and strategy of action for the future. Unfortunately, employees' knowledge of its basic assumptions is too poor. The assumptions of such a strategy should be known to all employees, not only to those fulfilling managerial functions. We can also observe failure to appropriately implement the strategy. One of the basic conditions for a strategy to be appropriately implemented is for employees to understand objectives to be achieved. This condition is not fulfilled in the institutions surveyed.

The motivation system in place in integration and welfare institutions has not been clearly defined. Employees often do not know or understand the principles of the existing motivation system. The motivators most often used in integration and welfare institutions, according to the respondents, included: improvement of qualifications, employment security and stability, social benefits and bonuses. An important element motivating employees to work in integration and welfare institutions is partnership relations between co-workers and superiors and subordinates and friendly atmosphere at work. The system of material motivation does not meet employees' expectations. Remuneration is low and does not have a motivating function.

Building relations in an organisation is based on appropriate cooperation. An important role is played here by appropriate atmosphere and work climate. One of the elements that contribute to the creation of climate at work is the attitude of the superior to the subordinate. Employees of integration and welfare institutions evaluated the climate in their organisation as conducive to cooperation. Relations between superiors and subordinates and between co-workers were positively evaluated.

Communication also has a significant impact on building appropriate relations in an organisation. Lack of effective communication is one of the biggest problems of modern organisations. In integration and welfare institutions, information does not reach employees on time. Needed information is often received by employees with a huge delay. Direct communication and written communication are the forms of information transmission

that should be subject to improvement. Effective communication determines efficiency of an organisation, therefore it is worth improving it in integration and welfare institutions.

Summing up, in the area of a strategy for human capital management there is a clear lack of a comprehensive approach which would enable a consistent use of modern tools for human capital management in this type of institutions. There is no integration between the different systems for human resources management that would increase their effectiveness.

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