

POLISH LABOUR MARKET PROBLEMS

The Polish labour market underwent a major metamorphosis in the last years. It went from being an employer's market to being an employee's market. Migration tendencies strengthened. On one hand, a large wave of labour emigration is felt, mainly to European countries. Within the territory of the OECD, Poland is among the main countries supplying emigrants with higher education (professional or academic). On the other hand, immigration of workforce into our country may also be observed.

The phenomenon of emigration to Poland is relatively new. Foreigners began to visit Poland in masses only after 20 years after 1989. Before that Poland was a so-called "zero emigration" country. The inflowing numbers of foreigners into our country remain at a relatively low level. Poland is still a less attractive destination country than so-called Western European countries. Foreigners make up only 2‰ of the overall number of residents of Poland, and it is the lowest percentage in all of Europe.

The scale of immigration increased only after Poland entered the European Union, and it was linked to two main factors. Firstly, Poland began to be perceived as a destination country for immigration (transit immigration dominated before that). Secondly, the opening of the European labour market to Polish workers caused them to emigrate in masses.

Now Poland is the most important country of emigration in the European Union. The main reason for this is that the average wage level is no higher than one-fourth of the average wage level in Western Europe. At the same time, Poland has the chance to become a relevant destination country for immigrants. The average wage level in neighbouring Ukraine and Belarus is around one-fourth of the level in Poland. Our country could endeavour to attract highly qualified workforce from those areas in order to maintain its economic growth. However, it would have to undertake proactive steps encouraging people to settle in Poland, because our country is still not very attractive to immigrants. To realize the vision of Poland as a destination country for educated immigrants, we first have to implement significant changes in our immigration policy.

The phenomenon of immigration, or the influx of foreigners to Poland, is relatively new. Foreigners became interested in Poland only in the last few

years. The influx of foreigners is still slow. This is because Poland is still a less attractive country than traditional immigration countries of Western Europe. Making the labour market available to immigrants is still a problem. We are lacking programs encouraging these groups to find their place in the labour market. Simultaneously, growing needs of the market make employing foreign workers more and more desirable. Unfortunately, this is not always followed by social acceptance¹.

An impulse for changes in Polish migration policy was granting the rights to organize the Euro 2012 to Poland and Ukraine. Immigrants are needed in Poland's dynamically growing economy to fill the shortage of employees, which occurs more and more often. The suffering industries are opening themselves to employing foreigners. Thus, regulations regarding employment of foreigners are being gradually loosened. The process began in 2007, and occurred after the years 1990-2006, which saw restrictive immigration policy. Under current regulations, any foreigner who is not relieved by law of the obligation to obtain a work permit in Poland, and who wishes to begin working in Poland, must obtain an appropriate permit. The employer is the party in the administrative proceeding, which means that the employer who wishes to hire a foreigner makes the request for the permit, and not the foreigner himself. The work permit is issued for a specific term, no longer than 3 years, and may be extended.

According to the regulation of the Minister of Labour and Social Policy from January 29, 2009 regarding the issuing of work permits for foreigners¹, there are 5 types of permits, differentiated on grounds of the type of work and employer. There are: type A issued for foreigners who carry out work pursuant to a work contract with an employer whose seat is located in Poland, type B issued for the management board members, type C issued for foreigners who carry out work for a foreign employer and are seconded to work to Poland for a period not longer than 30 days a year, type D issued for workers seconded to render services of temporary and occasional character (export service), type E issued for workers seconded to Poland for a period exceeding 3 months within next 6 months in other objectives than mentioned in points 2-4. The obligation to obtain a work permit does not pertain to all immigrants. The group relieved from the obligation includes persons fulfilling criteria as immigrants exempt from an obligation to apply for a work permit

¹ Zjawisko imigracji w Polsce, <http://www.portfel.pl/pl/firma/arttykul/60/4731/> (date of access 2.08.2014), p. 1.

and immigrants exempt from an obligation to apply for a work permit pursuant to other regulations.

Additional facilitations in the area of employing immigrants include: lowering the costs of work permits, abolishing the pledge for work permit, expediting the so-called labour market test or removing it completely, extending the term of work permits to 3 years. Thanks to these changes the procedure of employing foreigners in Poland is much shorter, as Polish entrepreneurs demand².

In the current situation, when there is a shortage of workers in the second sector due to the fact that a large percentage the Polish qualified workforce has departed to find employment in more developed countries, a public debate on immigration has started. It is dominated by economic and political topics. One topic of discussion is the shortage of workers on the domestic market and the necessity to acquire them from abroad, another topic is the consequences of our obligations flowing from the Schengen treaty, which will surely strengthen the process of transforming Poland (as a "safe country") from a transit state to a destination state. Facilitations for future workers from foreign countries are being developed. The mentality of our citizens is also shifting. Poland is becoming a more tolerant country towards foreigners. Poles are changing their attitudes towards "aliens" and other nations. We are becoming a nation of citizens who are open to foreigners coming to Poland, which is not irrelevant for the Polish labour market.

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¹ DzU 2009, nr 16, poz. 84.

² M. Matkowska, *Imigranci na polskim rynku pracy*, (w) *Studia i Prace Wydziału Nauk Ekonomicznych i Zarządzania nr 25, Zaszty Naukowe nr 730, Uniwersytet Szczeciński, 2012, p. 79-80.*

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MOŻLIWOŚCI STOSOWANIA JAPOŃSKICH METOD I KONCEPCJI ZARZĄDZANIA W USPRAWNIANIU FUNKCJONOWANIA UCZELNI WYŻSZYCH

Każde przedsiębiorstwo pragnące utrzymać swoją pozycję na rynkach światowych dąży do rozwijania czy też podnoszenia jakości oferowanych produktów i usług, jak również pozyskania nowych klientów. Wszelkie te zabiegi prowadzą do uzyskania przewagi konkurencyjnej, gdyż bardzo duży stopień konkurencyjności wśród firm wpływa na ich nieustanny rozwój¹. Zastosowanie japońskich metod i koncepcji zarządzania bez wątpienia jest jednym ze sposobów osiągnięcia takiej przewagi². Już wielokrotnie udowodniono, że w sektorze produkcyjnym, szczególnie w branży *automotive*, narzędzia te znalazły swoje miejsce, a firmy które je sukcesywnie stosują osiągają maksymalne zyski przy wykorzystaniu minimalnych zasobów³. Warto zatem zastanowić się czy w firmie – jaką jest uczelnia wyższa - również można skorzystać z tego typu rozwiązań oraz czy będą one równie skuteczne i pomocne w usprawnianiu jej funkcjonowania?

Szkoła wyższa jest to przede wszystkim instytucja usługowa, której zadaniem w trakcie procesu kształcenia jest przekazanie wiedzy oraz umiejętności studentom. W przyszłości bowiem mają oni tworzyć tzw. kapitał społeczny, który będzie posiadał umiejętność współdziałania oraz chęć pogłębiania i poszukiwania wiedzy⁴. Aby to osiągnąć uczelnie powinny

¹ Obal A., *Innowacyjność i jakość szansą dla polskiej gospodarki*, *Zarządzanie jakością*, 2/2012 (28), s. 42-48

² Podobiński M., *Skutki stosowania japońskich koncepcji i metod zarządzania w polskim przedsiębiorstwie produkcyjnym*, *Nauki o zarządzaniu*, 1(18), 2014, s. 78-89

³ Imai M., *Gemba kaizen. Zdroworozsądkowe podejście do strategii ciągłego rozwoju*, Kaizen Institute Ltd., Warszawa 2010

⁴ Cichoń S., *Satysfakcja studenta z usługi edukacyjnej priorytetem szkoły wyższej*, *Zarządzanie Jakością* 3-4/2012 (29-30), s. 90-94