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Praca magisterska

Is it better for a company to be private or for employees to work in a public enterprise? Exploring the paradox of privatization

Czy lepiej jest dla firmy, aby była prywatna? Czy lepiej jest dla pracowników, by byli zatrudnieni w firmie państwowej? Badania paradoksu prywatyzacji

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Abstract

The purpose of this work was to explore the views of the Polish society on privatization process, and on private vs. state-owned enterprises. The first part of the thesis concerns theoretical aspects of privatization and its process in Poland in the years 2000-2012. The main element of this work is an analysis of the survey data, gathered in a sample of 59 respondents. Expressed opinions were compared with historical data, according to research indicated by privatization experts. It lead to the conclusion that community knows and understands the privatization process and its influence on daily life and on market economy. The legal status of a company determines society' perception. Nowadays, according to the gathered data, society recognizes many more positive aspects of private companies. Information gathered from interviewees shows positive society's attitude to privatization - the majority of indications are focused on positive sides of privatization. According to respondents' answers, it can be inferred that society believes that private companies are more likely to adapt to market conditions. Also, positive influence of private companies on the market was indicated by interviewees by private firms' characteristics (innovative, development, high quality products and service, etc.) and all other indications which showed superiority of private firms over state companies.

Keywords

Privatization, Poland, society' opinions, ownership transformation, state company, private company, legal form, comparison

Streszczenie

Celem niniejszej pracy było zbadanie opinii polskiego społeczeństwa na temat procesu prywatyzacji, a także porównanie postrzegania przedsiębiorstw prywatnych oraz państwowych. Pierwsza część pracy dotyczy teoretycznych aspektów procesu prywatyzacji i jej przebiegu w Polsce w latach 2000-2012. Głównym elementem pracy jest analiza wyników badania, otrzymanych na podstawie odpowiedzi 59 respondentów. Zebrane na potrzeby niniejszej pracy opinie porównane zostały z badaniami historycznymi, zaprezentowanymi przez ekspertów w dziedzinie prywatyzacji. Przeprowadzona analiza pozwala wnioskować, że Polacy znają i rozumieją proces prywatyzacji oraz jej wpływ na życie codzienne i gospodarkę. Jak pokazało przeprowadzone badanie status prawny spółki determinuje postrzeganie oraz ocenę społeczeństwa. Informacje zebrane od respondentów wykazują pozytywny stosunek Polaków do prywatyzacji. Na podstawie odpowiedzi respondentów można wnioskować, iż społeczeństwo uważa, że prywatne firmy potrafią lepiej dostosować się do realiów rynku. Ponadto, zgodnie ze wskazaniami respondentów prywatne firmy charakteryzują się m.in. innowacyjnością, ciągłym rozwojem oraz wysoką jakością produktów i usług. Opinie ankietowanych wykazały wyższości firm prywatnych nad państwowymi.

Słowa kluczowe

Prywatyzacja, Polska, opinia społeczeństwa, przekształcenia własnościowe, firma państwowa, firma prywatna, forma prawna, porównanie

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1ST CHAPTER

INTRODUCTION

The subject presented in this paper concerns society's attitude to the privatization process and its change over the years. This work is focused on following issues of privatization process: salary, interpersonal relationships, fate of newly privatized firm, privatization's 'winners' and 'losers'. Referring to previously gathered and presented by privatization matter' experts data, it allowed to compare results and show society's opinion on transformations. Moreover, in this thesis are also discussed other relevant matters, like: privatization affects on daily life, security of employment, comparison of state and private enterprises, innovation, ability to handle market' difficulties, research and development activities and other deemed to be important to evaluate by respondents.

The main aim of this work is to present current society's approach to the ownership transformation, while the privatization process in Poland comes to its end. The conducted analyses allow me to answer the following questions: does the legal status of enterprise determine how the company is perceived? Does the privatization stimulate market growth? And, last but not least, whether the society's attitude to privatization has changed positively or not?

In this paper following objectives were distinguished:

The theoretical objective of this study – based on the available literature on the subject, to characterize privatization, its process, goals, advantages, disadvantages etc.

Methodological aim of this paper – to present the analysis of data gathered from respondents about the issues described above.

Practical goal of this thesis – refers to assessment of society's attitude towards privatization, and to state and private companies.

It is vital to mention that different kinds of privatization and companies' legal status problems raised in the questionnaire - used to gather necessary data - are asked indirectly. Very often respondents' indications allow to come up with conclusion on the big picture, even if the question is focused on one specific issue, which is particularly evidenced in the correlations presented in the analyses.

In the context of the previously formulated objectives this study will test the following hypotheses:

Hypothesis 1: The legal status of a company determines its image and society's perception of it.

Hypothesis 2: The attitude to privatization has changed positively in recent years.

Hypothesis 3: Privatization process stimulates market growth.

To achieve set goals and verify the proposed hypotheses both theoretical and empirical studies were implemented. The aim of the theoretical part of this dissertation is to introduce basic knowledge on privatization - especially according to Polish ownership transformations and previous studies on the society's approach to them. The goal of empirical research – the analysis of gathered data – is to explore recent society's views on privatization and on the legal status of companies.

2ND CHAPTER

THEORY OF PRIVATIZATION

2.1 Privatization – general view

Privatization as transformation of ownership is one of the most complex processes in the economy. Almost from definition it is also socially a controversial process. The libertarian aspiration of Poles manifested 25 years ago by „Solidarność”, finalized in 1989, as a role model considered the free market. Nevertheless, that did not mean that society accepted privatizing state-owned enterprises and institutions automatically. Apart from the Polish accession to the European Union, where private-ownership of companies is considered as a standard, privatization in Poland is still a controversial subject.

Privatization is a process of transferring the ownership of property or business from the government to the privately owned entity¹. Privatization is considered to bring more efficiency and objectivity to the company, something that a state-owned company is not necessarily concerned about as much. The main aim of privatization process is to create conditions for growth and economic stability by rising efficiency in terms of the enterprise and in the country economy in general. Referring to this privatization should lead to not only change in ownership structure, but also to form mechanisms that ensure effective source use. What is more, privatization should start to strengthen the supply-side of market to secure stability and balance in goods and service markets².

Reasons to privatize state-owned companies were given and explained by many privatization experts. For example E. S. Savas³, as well as, E. Łukawer⁴ presented the following causes:

- Desire to keep pace with privatization
- Need for reform and modernization of the firm

¹ E.S. Savas, *Privatization and public – private partnerships*, Versa Press, London 2000, p. 104-105.

² E. Łukawer, *Makroekonomiczne problemy transformacji systemowej*, Małopolska Wyższa Szkoła Ekonomiczna w Tarnowie, Tarnów 2001, p. 31.

³ A. Jawłowski, *Privatization as a social process. Analysis of employee opinions*, Instytut Studiów Politycznych Polskiej Akademii Nauk, Warszawa 2001, p. 120.

⁴ E.S. Savas, *Privatization and public – private partnerships*, Versa Press, London 2000, p. 118-119.

- Rise in pay
- Saving the existence of the enterprise,
- Need for additional capital,
- Pressure from superior organs,
- Avoiding the tax on over standard wages,
- Internal attempts to cut costs,
- Unsolicited proposal (from private sector),
- Political climate,
- Concerns about liability.

According to P. Kozarzewski, privatization aims can be divided into: systematic, economic, political and fiscal. The systematic goal of privatization was to transform the economic, social and political systems by creating private entities allowing the government to focus on market regulations conducive to economic growth. The economic aim of privatization was to solve problem of lack of efficiency in small enterprises that would improve the situation on the whole market. As assurance of stability and irreversibility of ownership transformation process one can recognize the political goal of privatization. The last but not least, the fiscal aim was to reduce government costs and gain benefits from privatization incomes⁵.

Privatization process was going to ensure the implementation of few following goals. Referring to E. S. Savas⁶ and M. Bałtowski⁷ several privatization process purposes may be recognized. Privatization can:

- Reduce government costs,
- Generate revenues twice – for the first time while selling assets and the second time when collecting taxes,
- Reduce government debt,
- Supply infrastructure and other facilities,
- Bring in specialized skills,

⁵ P. Kozarzewski, *Prywatyzacja w krajach postkomunistycznych*, Instytut Studiów Politycznych Polskiej Akademii Nauk, Warszawa 2006.

⁶ E.S. Savas, *Privatization and public – private partnerships*, Versa Press, London 2000, p. 119 – 121.

⁷ M. Bałtowski, *Prywatyzacja przedsiębiorstw państwowych Przebieg i ocena*, Wydawnictwo Naukowe PWN, Warszawa 1998.

- Initiate and expand a service quickly,
- Limit government participation in the economy,
- Accelerate economic development,
- Build or strengthen civil society,
- Decentralize the economy,
- Increase business confidence,
- Enhance the development of capital markets,
- Attract new domestic and foreign investments,
- Improve living standards,
- Reduce bureaucracy,
- Reward political allies,
- Weaken political opponents.

According to its controversial aspects, privatization during its process faces obstacles which slow it down and reduce its benefits. Nevertheless, it is worth pointing out that with the passing years the number of obstacles decreased⁸. Some of common objectives are as follows:

- Uncertain socio-political and economic situation,
- Lack of examples and experience,
- Unsettled ownership rights to the enterprise's land,
- Lack of investors,
- Bureaucracy,
- Legal defects in the regulations governing the privatization,
- Legal provisions,
- Indebtedness of the firm,
- Problems of assets evaluation,
- Fear from dismissals,
- Such obstacles slow down the privatization process.

⁸ A. Jawłowski, *Privatization as a social process. Analysis of employee opinions*, Instytut Studiów Politycznych Polskiej Akademii Nauk, Warszawa 2001, p. 121

Privatization process arouses a wide variety of emotions. Lots of advantages and disadvantages of this process are known. Implementation of the privatization process is guided by the belief in its potential benefits.

The main argument for privatization is its ability to improve efficiency of a state company after transformation. Private enterprises are known from efficiency and costs reductions as their managers very often share in profits. The efficiency of private companies is enhanced by shareholders who have some expectations according to company' market status and operations.

Private legal status allows to operate business without political interferences which reduces the risk of any kind of political pressures. Business is able to respond to market changes without any restrictions. What is more, release of state owned monopolies has its advantage in increasing competition on the market.

Private enterprises pay attention to the long time perspective, while state ones very often focus on the time from one election to another - such attitude limits company' development. Private firms invest in the company, its equipment, facilities and development even if it will generate profits in a long-term. State enterprises usually accomplish only short-term projects not to allow others to benefit from their work. The government also receives privatization profits. First of all, selling state owned assets raises government funds. After transformation government will also gain profits from taxes.

On the other hand, many privatization' opponents try to convince the society to anti-privatization behaviors. There are some markets in which the private legal status of business is not acceptable. As an example can be given the market of water supply. Transformation from state to private form of ownership could lead to significant increase in prices. Therefore, it is a better solution to have a public monopoly rather than private to avoid customer exploitation. Also, some of industries from public service area, like health care, education, or public transport, are meant to bring benefits to society, rather than financial profits to a company. Apart from ownership transformation and all its benefits there still would be a need of government control over such company.

As a defect of privatization, the government's losses of potential dividends are brought to attention. For some privatization adversaries the view of long-term dividends is more attractive than one significant financial profit income. Referring to dividends, ownership transformation opponents present, as following argument against privatization, that the efficiency of private companies may be caused by the need to satisfy shareholders

expectations of dividend height and company' condition. That is why such companies may also focus their strength on short-term projects to increase short-term profits.

Whether the ownership transformation brought measurable profits for the economy and society depends on the industry and the quality of regulation. Regulators help the privatized firms meet certain standards of service and keep prices low. It is also important, whether the market is contestable and competitive. Creating a private monopoly may harm consumer interests, but if the market is highly competitive, there is greater scope for efficiency savings.

Opinions on privatization and its effects are related to the general attitude towards the market economy. The respondents who are of the view that the free market is the best economic system, more often pay attention to the benefits of privatization, while critics of the free market system usually speak negatively about the process of privatization and its consequences, both individual and collective.

2.2 Short review of privatization in Poland – the process of ownership transformation and its advantages

The Polish transformation path has its beginnings in 1990 when 8 453⁹ state-owned companies were registered. In the analyzed period (years 2000 – 2012) the number of state enterprises has decreased significantly. The privatization process in Poland in years 2000 - 2012 is presented on the following graph.

Referring to provided data the number of state-owned companies reduced from 2 268 to 70 of them – which was 3% and means that every year (about) 183 companies were subjected to be privatized.

⁹ Biuletyn Statystyczny GUS, number 11, Warszawa 1991, p. 57.

State companies in years 2000 - 2012

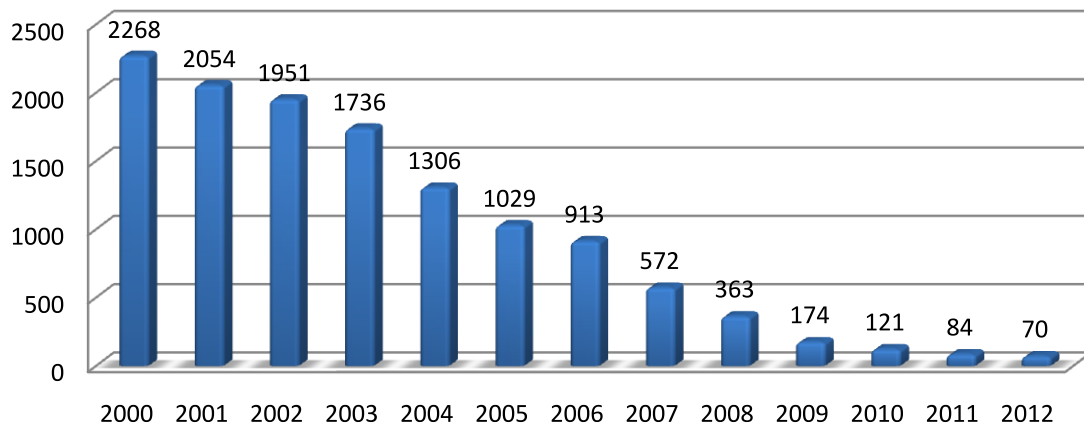


Fig. 1 Number of state companies in Poland in years 2000 – 2012¹⁰

One of the most important advantage of privatization is an opportunity to gain financial profits by the government. The graph provided below presents privatization income in years 2000 - 2012. It is vital to know that privatization process to the greatest extent depends on politics and the attitude of the governing party to privatization. Noticeable, differences in privatization income height are in the most significant part the effect of changing government. Nevertheless, financial effects of privatization depend on economic and market situation, as well as, on type, condition and the value of privatized companies.

Privatization incomes in years 2000-2012 (BN PLN)

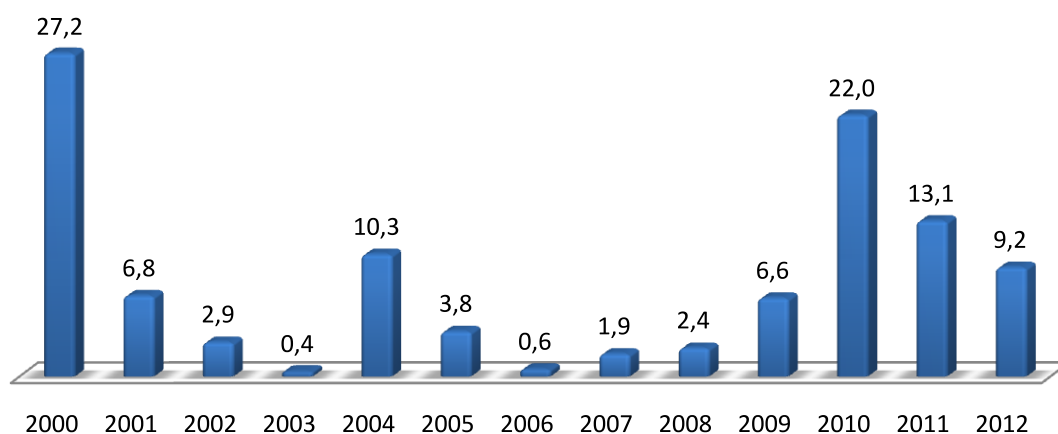


Fig. 2 Privatization income in years 2000 – 2012 (in BN PLN)¹¹

¹⁰ Source: Ministerstwo Skarbu Państwa, „Raport o ekonomicznych, finansowych i społecznych skutkach prywatyzacji w roku 2012”, Warszawa 2013, p. 5.

In the analyzed period the highest privatization' profit was gained in year 2000 – 27.2 BN PLN. The following 3 years brought significantly lower sums, till 2004 when it increased to 10.3 BN PLN from 0.4 BN PLN achieved in the previous year. According to Ministry of Treasury data year 2010 resulted with 22 BN PLN of profit income. The total value of revenue from the implementation of privatization in Poland between 2000 and 2012 was 107.2 BN PLN.

2.3 Respondents' opinions on privatization (years 2000 – 2012) – analysis presented by privatization experts

Sociologists have analyzed the society' attitude to privatization process and have presented results referring to opinions within passing transformations period. Social approach to privatization process was based on expectations of different social and employees groups to a possibility of achieving benefits from it¹². Results of the survey on the attitude of Poles towards privatization, conducted for years by the centers of public opinion consistently, show that implemented privatization processes in Poland, with its widely (mis)understood effects, play a significant role in the socio-economic life of the country.

According to research conducted by J. Głuszyński¹³ Polish society is quite skeptical towards privatization. Less than half of respondents (40%) support efforts to privatize the Polish economy, 43% are opposed. Being a strong advocate of privatization (answers 'strongly support') occurs only one in ten, and strong opponents (answers 'definitely do not support') are almost twice as many (19%). The graph provided below presents distribution of gathered indications.

¹¹ Source: Ministerstwo Skarbu Państwa, „Raport o ekonomicznych, finansowych i społecznych skutkach prywatyzacji w roku 2012”, Warszawa 2013, p. 18.

¹² M. Jarosz, *Direct privatization investors. Managers. Employees*, Institute of Political Studies Polish Academy of Sciences, Warszawa 1999, p. 155.

¹³ J. Głuszyński, *Opinie Polaków o Prywatyzacji*, p.2. Source: http://pentor-arch.tnsglobal.pl/upload_module/wysiwyg/publikacje/2005/artykuly/listopad/Microsoft%20Word%20-%20OPINIE%20POLAKOW%20O%20PRYWATYZACJI-2.pdf

Do you or you do not support efforts to privatize the Polish economy?

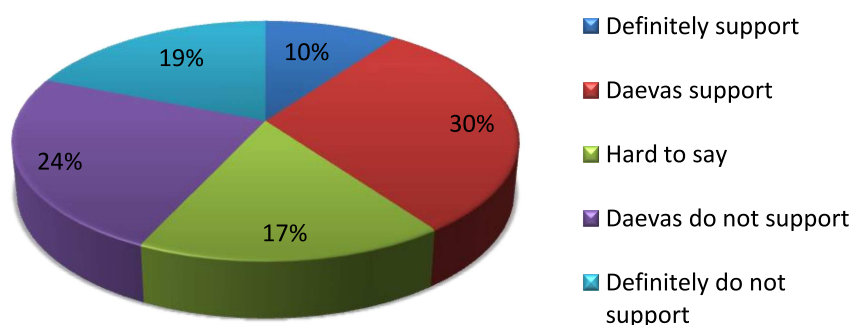


Fig. 3 Do you or do you not support efforts to privatize the Polish economy?¹⁴

Skepticism towards privatization is a typical phenomenon for the last 3-4 years. Paradoxically, at a time when the privatization process is finalizing slowly and there is little left of state-owned enterprises to privatize, most Poles reject the idea of transferring state assets into private hands. At the beginning of the transition process supported the privatization of 57% of Poles, in 2000 it was already almost every second respondent (49%), and in 2004, this percentage decreased to 40% (remaining at the same level for several years). It was conversely with opponents of privatization. By 1997, their number ranged between 25% of the population in the coming years to catch up with the number of followers (also remaining at the same level for several years)¹⁵.

Poles' opinions about privatization are inextricably linked to the preferences and associations of public or private form of ownership. Results of survey¹⁶ clearly indicate that in the opinion of the majority of respondents much better rated and often associated with positive market and economic phenomena are private companies. In fact, the only area that the vast majority of respondents considered as more associated with the state company is greater guarantee of employment.

A factor considered by respondents as the strongest advantage of private enterprises was providing better products and services – 60% of indications. The second strongest side of

¹⁴ J. Głuszyński, *Opinie Polaków o Prywatyzacji*, p.2. Source: http://pentor-arch.tnsglobal.pl/upload_module/wysiwyg/publikacje/2005/artykuly/listopad/Microsoft%20Word%20-%20OPINIE%20POLAKOW%20O%20PRYWATYZACJI-2.pdf

¹⁵ Ibidem.

¹⁶ Ibidem.

the privately owned firms was better management style, which accounted for 57% of respondents' answers. Almost this same number of positive responses gained better competitiveness factor (56%). The following criteria, which was rated higher in favor of the private company, was higher investment and faster development – 53% of responses. Private companies in the public opinion have influence on economy development as 43% of respondents indicated this answer by choosing private enterprise. 40% of interviewees were convinced that private companies employees has chance to develop themselves. As it was mentioned above the only area that the vast majority of respondents recognized as more associated with the state company is greater guarantee of employment, which achieved 65% of indication in favor of state owned companies. The following graph presents distribution of the respondents' indications.

Associations with state and private ownership (data in %)

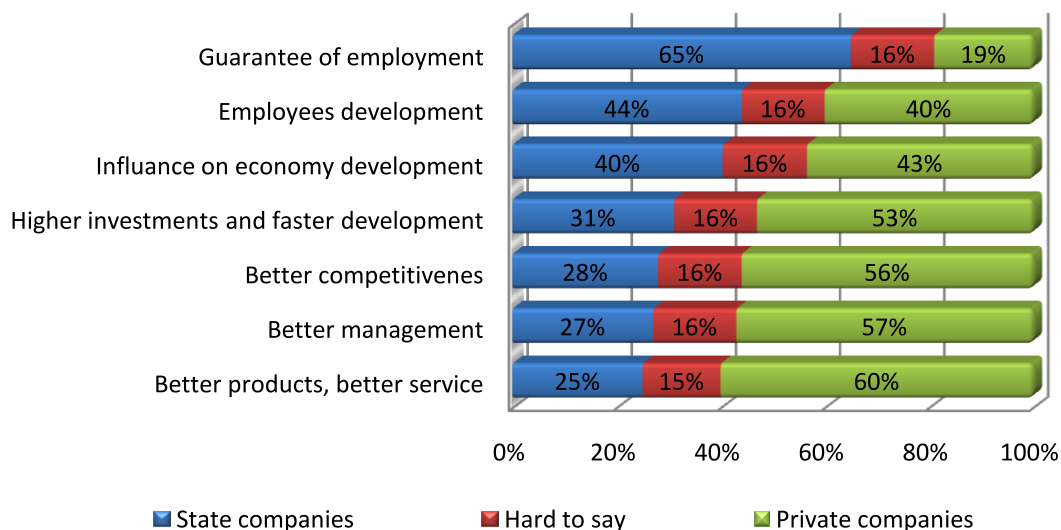


Fig. 4 Associations with state and private ownership (data in %)¹⁷

According to Ipsos Loyalty research conducted in 2012 positive associations with privatization has more than one third of respondents (37%). Among positive statements, respondents most frequently pointed out the development of economy (22%), an increase in efficiency (13%) and improvement in the quality of products and services (12%). Among the

¹⁷ J. Głuszyński, *Opinie Polaków o Prywatyzacji*, p.5. Source: http://pentor-arch.tnsglobal.pl/upload_module/wysiwyg/publikacje/2005/artykuly/listopad/Microsoft%20Word%20-%20OPINIE%20POLAKOW%20O%20PRYWATYZACJI-2.pdf

negative connotations less than half of the respondents mentioned job losses and unemployment, and the third corruption and other abuses. Every fifth respondent has, however, mixed feelings about privatization, listing both associations with positive and negative connotations (16% of respondents)¹⁸.

Referring to Poles' opinions on employees' situation in newly privatized enterprises in the past decade there was a significant decrease of negative opinions. In 2003, more than half of surveyed (55%) felt that privatization is not beneficial for the employees of privatized companies, and in 2009 the number of criticisms decreased to 37%. The results of recent surveys reveals the return to trend from 10 years ago (55% negative reviews in the year 2012), but these indications may be determined by the impact of the global economic crisis in almost all spheres of social, political and economic life of the country, not the privatization process and the situation employee in the privatized company¹⁹.

Positive opinions on this matter were expressed by younger respondents. Interviewees above 50 years old with low education often express negative opinions. Public sector employees and private companies agree with saying that the situation of workers of the privatized companies has improved almost in one third of cases. Farmers and unemployed people have a bad opinion (respectively 21% and 23% of positive answers)²⁰.

Assessing employee situation in privatized companies it seems to be helpful to analyze change in salaries, as wages are very often the most important factor of work satisfaction for workforce. A study by A. Jawłowski²¹ examined three groups of employees: managers, specialists and rank-and-file employees. According to managers, the level of salary increased in 86.9% of cases. Nevertheless, the highest positive difference was noticed by specialists as the percentage number of answers was 87.3%. Even if rank-and-file employees indicated the smallest number of positive change, still 81.3% of them saw increase in their salaries.

¹⁸ Ipsos Loyalty – „Raport z badania opinii na temat prywatyzacji”, Warszawa, czerwiec 2013 r. Badanie zleczone przez Ministerstwo Skarbu Państwa, przeprowadzone w dniach od 25 do 29 maja 2013 r. na reprezentatywnej próbie 1009 dorosłych respondentów mieszkających w Polsce.

¹⁹ CBOS, Komunikat z badań BS/133/2009 - „Prywatyzacja – oceny, skojarzenia, oczekiwania i obawy”, Warszawa, październik 2009 r. Badanie przeprowadzono w dniach 3 – 9 września 2009 r. na liczącej 1086 osób reprezentatywnej próbie losowej dorosłych mieszkańców Polski.

²⁰ Ipsos Loyalty – „Raport z...”, op.cit.

²¹ A. Jawłowski, *Privatization as a social process. Analysis of employee opinions*, Instytut Studiów Politycznych Polskiej Akademii Nauk, Warszawa 2001.

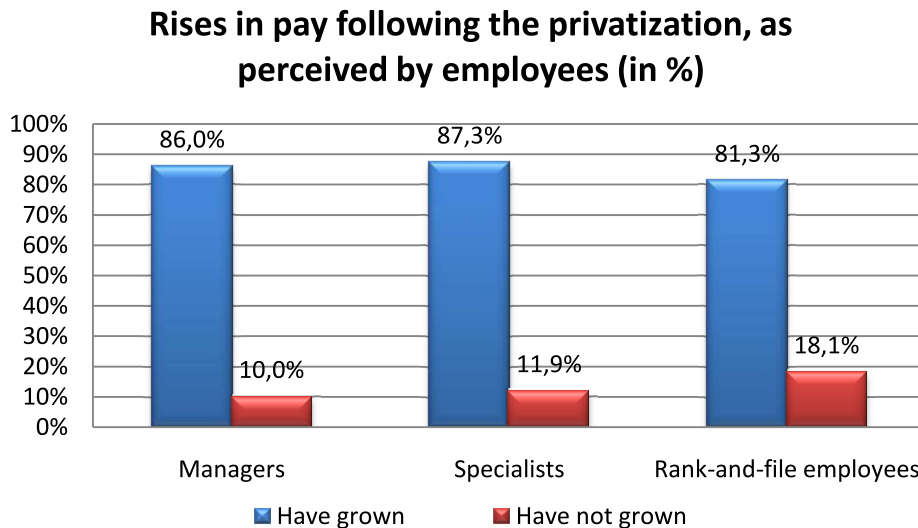


Fig. 5 Rises in pay following the privatization, as perceived by employees (in %). Note: On the chart, people pooled who did not respond were left out²²

Referring to A. Jawłowski' analysis, the atmosphere in privatized companies was also researched. Based on opinions of executive boards, managers, specialist and rank-and-file employees indicated answers were presented on the graph below. Results show that executive board saw positive influence of privatization on atmosphere in the company – as the average indication score was 3.68 points on scale from 1 to 5. The following group are specialists, who also have noticed advantages of privatization in case of atmosphere, mean score 3.33 points. The two other groups – managers and rank-and-file employees as predecessors see positive changes in present atmosphere as theirs answers are in sequence 3.27 and 3.22 points.

²² A. Jawłowski, *Privatization as a social process. Analysis of employee opinions*, Instytut Studiów Politycznych Polskiej Akademii Nauk, Warszawa 2001, p. 124.

Present atmosphere in the employees' opinion

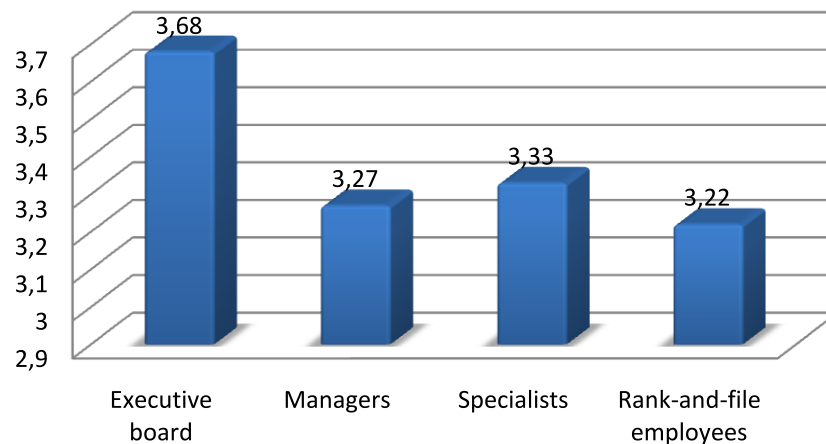


Fig. 6 Present atmosphere in the employees' opinion²³ Average assessments on a scale from 5 to 1: very good – 5, good – 4, passable – 3, bad – 2, very bad – 1.

In managed research A. Jawłowski devoted much attention to employees and their opinions on privatization. The following data concern transformation of relations after the privatization process. Respondents were divided into Executive board, managers, specialist and rank-and file employees. According to presented below data all four groups in their majority have recognized relations as – as good as before transformation.

Almost one out of five of executive boards noticed improvement in relations. Also, it is important to point out that 28.1% of managers have evaluated relations in company after privatization more positively. In group of specialists advantage of privatization according to relations were noticed by 17.6% of respondents. And 14.4% of rank-and-file-employees likewise others saw positive sides of ownership transformation.

Nevertheless, disadvantages of privatization are also seen. In opinions of 16.2% of specialists relationships after privatization have deteriorated. Similar view shared 12.6% of rank-and-file employees who also indicated such answer. Also, 8.8% of managers and 2.5% of executive boards evaluated relations within company as inferior.

²³ A. Jawłowski, *Privatization as a social process. Analysis of employee opinions*, Instytut Studiów Politycznych Polskiej Akademii Nauk, Warszawa 2001, p. 125.

Relations	Executive board	Managers	Specialists	Rank-and-file employees
Have improved	24	28.1	17.6	14.4
Are good as before	60.5	53.1	46.8	51.5
Are bad as before	1	2.5	4.1	4.8
Have deteriorated	2.5	8.8	16.2	12.6
Difficult to say	8.5	6.9	15	15.7
No response	3.5	0.6	0.3	1

Tab. 1 Assessment of present relations between the management and employees. Compared to the situation before privatization (in%)²⁴

According to the conducted research by J. Głuszyński²⁵ exploring the issue of foreign investment in Poland the following diagram was provided. In the period (years 1997 – 2005) analyzed by J. Głuszyński, the attitude to foreign investment in Poland has evolved. Referring to subject of this thesis the period of interest are years 2000 – 2005. As it is presented on the graph in the first 2 years of analyzed period of time, more Poles were against foreign investments. The attitude to foreign capital become more positive with the beginning of year 2002 and from then on was rising in general. In the second part of year 2005 the majority of respondents (55%) shared the opinion that foreign investments should become, as high as, it was possible.



Fig. 7 Respondents' answer to question: 'Are you for the foreign companies to invest as much as possible in Poland?'²⁶

²⁴ A. Jawłowski, *Privatization as a social process. Analysis of employee opinions*, Instytut Studiów Politycznych Polskiej Akademii Nauk, Warszawa 2001, p. 126.

²⁵ J. Głuszyński, *Opinie Polaków o prywatyzacji*, Pentor. Source: http://pentor-arch.tnsglobal.pl/upload_module/wysiwyg/publikacje/2005/artykuly/listopad/Microsoft%20Word%20-%20OPINIE%20POLAKOW%20O%20PRYWATYZACJI-2.pdf.

²⁶ Ibidem, p. 12.

The survey of public opinion on the privatization carried out by Ipsos Loyalty in May 2013, confirmed that the Poles see the positive effects of privatization, although the change in attitude from previous years is slow. It is important to point out that the views of respondents arose from 20 years of experience what affected the opinion of ownership transformation in Poland²⁷.

²⁷ Source: Ministerstwo Skarbu Państwa, „*Raport o ekonomicznych, finansowych i społecznych skutkach prywatyzacji w roku 2012*”, Warszawa 2013, p. 28.

3RD CHAPTER

SURVEY OF THE SOCIETY OPINION ON PRIVATIZATION

3.1 Preparation of the survey

To help gather respondents' opinion regarding to privatization and legal status of companies a questionnaire was used in this work. It allowed to gather data from a group of people in relatively short time. The questionnaire is composed of 22 questions, where 17 concerns privatization issues and the last 5 questions collect information about respondents. The majority of questions are closed. Nevertheless, they were enriched with scales to gain more information and at the same time to reduce time needed to complete the survey. The questionnaire can be divided into sections, which investigate different aspects of privatization and legal status of enterprises aspects. It allows in data analysis to compare respondents attitude to a legal status of a company and privatization process.

To take advantage of the opportunity which the Internet gives, the questionnaire was uploaded to www.ankietka.pl website. The survey lasted for 40 days (from 5th May to 14th of June) and was closed after receiving 70 responses. The questionnaire was available on-line and no restrictions were made according to the respondents' characteristics.

3.2 Survey feedback

The feedback to the survey is 25% what constitutes 70 responses out of 280 views of the questionnaire. An average time of filing out the questionnaire was 14 minutes and 15 seconds. Some of the questionnaires were left with less than 50% of completed answers and were excluded from the analyses.

Respondents' sample was 60 people - 31 women and 29 men. It satisfies one of the survey's assumptions which was to gather data from similar groups of men and women. The second assumption was to research opinions of young people - from 18 to 25 years old. More than half of the respondents (63%) were people from this group of age. The second significant part of respondents – 31% were people in age from 26 to 40 years old. The rest 6% of respondents were people of age higher than 40 years old. More specific respondents

information regarding to education level, profession status and place of living are provided in the further part of this paper.

3.3 Analysis of survey results

The results of the survey have been gathered from 60 respondents and presented in easy to assimilate diagrams. The analysis contains separate discussions of each question but, also shows correlation between the responses given to different pairs of questions.

3.3.1 Respondents' approach to privatization process

There are two common approaches to privatization process. Some people recognize positive results of privatization, others focus only on its bad sides. To learn respondents' general opinion of this process a question about its affects in daily life was asked. Interviewees selected whether positive of negative changes appear in daily life in case of investments, economic development, customer service and product quality, product availability and prices, earnings, innovation of enterprises, competition and getting a job. The following graph presents respondents' answers.

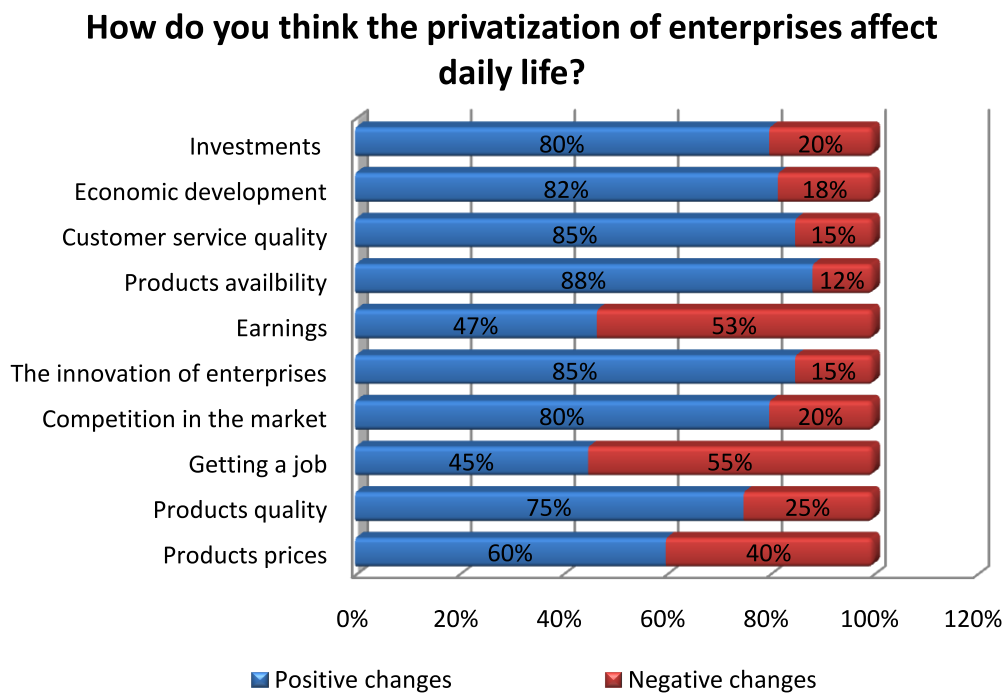


Fig. 8 Respondents' answer to question: 'How do you think The privatization of enterprises affects the daily lives?'

The majority of respondents recognize positive changes in the greater part of categories of everyday life caused by privatization (8 out of 10). The biggest positive result of increasing number of private companies is availability of products (88% of indications). The next two are customers service quality and level of innovation in companies (85% of indications). Accordingly to respondents' answers along with privatization accelerates the economic development (82% of indications), investments (80% of indications) and the competition in the market intensifies (80% of indications). With reference to products, interviewees vote in 75% that products quality improves, together with decline with the prices level (60% of indications). Only in two categories respondents indicated negative changes in life arising from public to private transformations: getting a job (55% of indications) and earnings (53% of indications).

The privatization process arouses strong emotions in all: employees, government, society and others. The reason for that, is a fact that with privatization comes an unavoidable change. A new owner with his own business plan will transform the organization, so it matches his vision. Changes may be both positive (like new management style, new product or service release, new service standards, trainings for employees, new equipment purchase, company' recapitalization, buildings' renovation) or negative (like dismissals or company' liquidation). The following diagram presents average scores gained by all mentioned possible changes.

Company A has just been privatized. What will be the first decisions of the new owner?

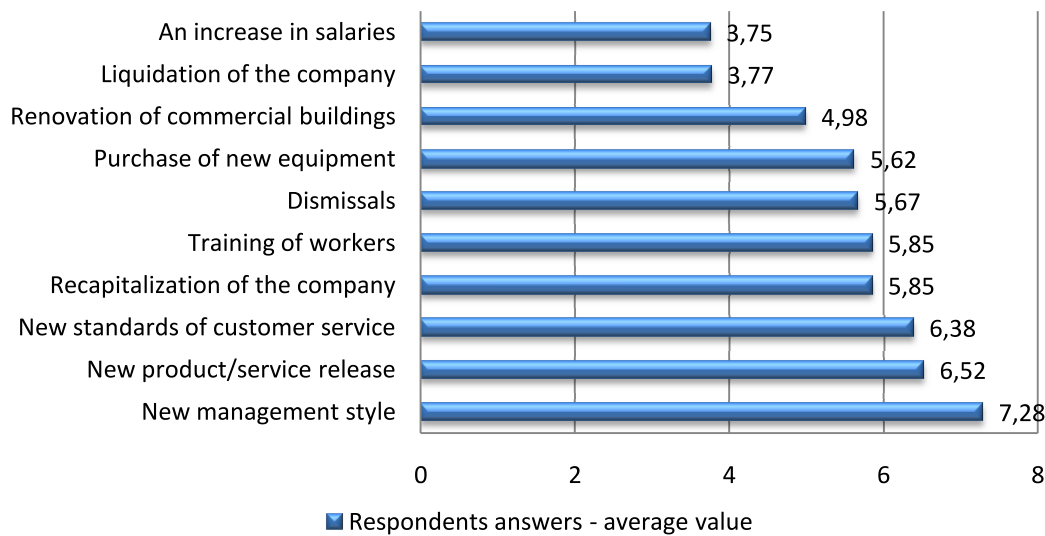


Fig. 9 Respondents' answers to question: 'Company A has just been privatized. What will be the first decisions of the new owner?' - average scores

Graphs presented below provide distribution of the study participants' responses from the most likely to appear.

In respondents' opinion the most likely to happen is introduction of a *new management style*. This change was graded with the highest average 7.28 points. Almost one fifth of the interviewees indicated the highest possible answer – 10 points. Also, the majority of the study participants 75% chose as their response a number higher than 5 points.

New management style

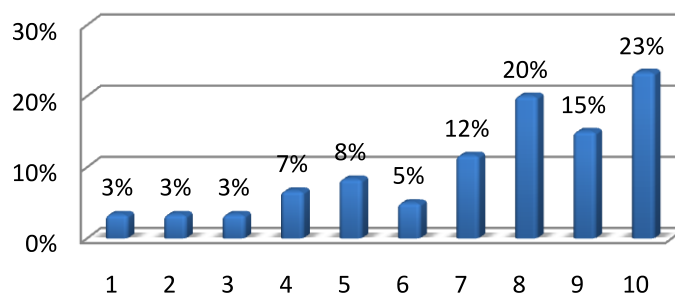


Fig. 10 'Company A has just been privatized. What will be the first decisions of the new owner?' – respondents' answer to category 'New management style'

In addition to women’s grades the mean score of *New management style introduction* was 7.58 points (95% confidence interval 6.50 – 8.66), while the men’s average score was 6.97 points (95% confidence interval 5.75 – 8.18). Nevertheless, according to the Student’s t-test result $t = 0.93$ ($df = 58$; $p\text{-value} > 0.05$) mean results gathered from women and men are the same.

According to average scores the next possible change in freshly privatized company in interviewees’ opinion is *release of new product of service*. Respondents ranked this factor with 6.52 points average score. It is strong statement as 83% of the study participants have chosen an answer from 5 points up.

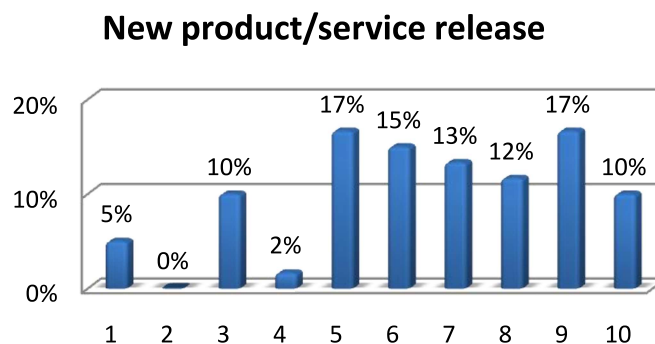


Fig. 11 ‘Company A has just been privatized. What will be the first decisions of the new owner?’ – respondents’ answer to category ‘New product/service release’

The mean score achieved from women’s responses in addition to *New product or service release* was 6.77 points (95% confidence interval 5.50 – 8.05). On the other hand men’s answers gave 6.24 points average (95% confidence interval 4.71 – 7.78). To compare the similarity of gathered data the Student’s t-test was used. Its result was $t = 0.93$ ($df = 58$; $p\text{-value} > 0.05$) proving there is similarity in women’s and men’s opinions.

With average score 6.38 points the third position in this ranking achieved the introduction of *New customer’s service standards*. The distribution of respondents’ indication is presented on the graph below. Interviewees’ indications were spread between all answers. Nevertheless, it can be noticed that quite significant group of respondents (35%) have chosen as response number 9 or 10 points.

New standards of customer service

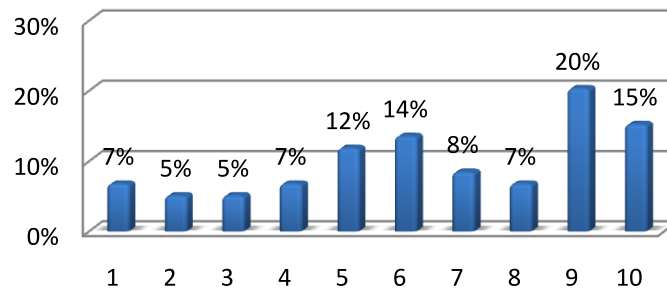


Fig. 12 'Company A has just been privatized. What will be the first decisions of the new owner?' – respondents' answer to category 'New standards of customer service'

According to women's responses the mean score for *New standards of customer service* was 6.16 points (95% confidence interval 4.70 – 7.63). The average evaluation of men was 6.62 points (95% confidence interval 5.26 – 7.98). Conducted Student's t-test result was $t = 0.39$ ($df = 55$; $p\text{-value} > 0.05$) proved there is no similarity in opinions of both group study participants. Men are of the opinion that after privatization process new standards of customer service will introduce.

Nowadays, an important issue of employment is a possibility of developing skills and abilities. In respondents' opinions change in legal status of ownership will result in slightly improved availability of employee training. As the study participants evaluated this category with average score 5.85 points.

Trainings for employees

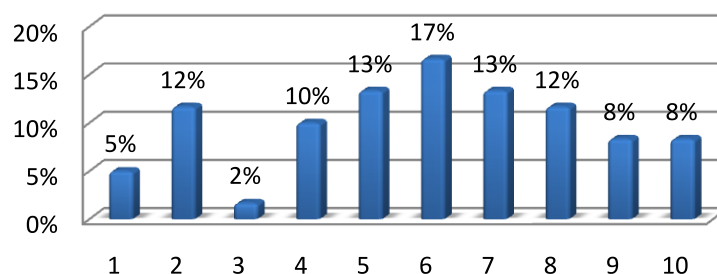


Fig. 13 'Company A has just been privatized. What will be the first decisions of the new owner?' – respondents' answers to category 'Trainings for employees'

Such result of this factor may have its source in respondents' belief that private companies are focused on development. As the most important resource of every company are employees along with enterprise growth and development they also have to grow. Training *for employees* according to female responses gathered mean grade of 6.48 points (95% confidence interval 5.12 – 7.85). Men decided by their answers to rank this category with average of 5.17 points (95% confidence interval 3.14 – 7.20). Student's t-test result was $t = 1.99$ ($df = 56$; $p\text{-value} < 0.05$). Which mean that results are significantly different. The possibility of professional development is more important for women.

To introduce changes in the company, the new owner has to invest some financial resources. Very often public companies are in need of capital injection. Result of gathered data is interesting. According to respondents' indications the average score for this category was 5.85 points. Nevertheless, equal numbers of interviewees (50% both) chose answers from 1 to 5 points and from 6 to 10 points.

Female interviewees graded *Recapitalization of company* with average score 6.77 points (95% confidence interval 5.50 – 8.05). On the other hand, males indicated 4.86 points as the mean score (95% confidence interval 2.69 – 7.03). Difference between averages were significant, which was confirmed by the result of Student's t-test, $t = 2.97$ ($df = 56$; $p\text{-value} < 0.05$). Women are more likely to believe that the new owner will allocate financial sources in privatized company.

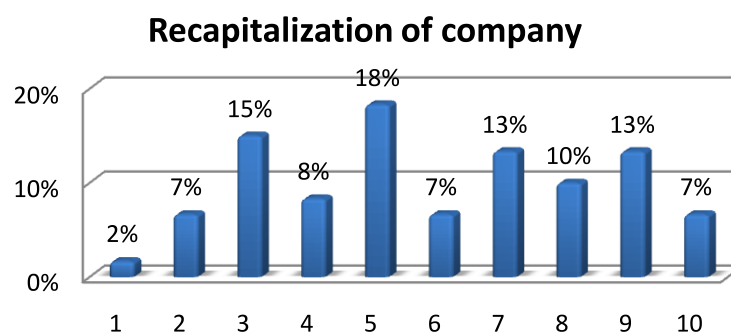


Fig. 14 'Company A has just been privatized. What will be the first decisions of the new owner?' – respondents' answers to category 'Recapitalization of company'

The following category indicated by respondents are *Dismissals*. The most often brought forward subject while discussing privatization process aspects. Respondents scored this factor with average 5.67 points.

In accordance to *Dismissals* the average score gathered from women’s responses was 5.39 points (95% confidence interval 3.65 – 7.12). Men ranked this factor with mean level of 5.97 points (95% confidence interval 4.30 – 7.63). Student’s t-test result was $t = 0.46$ ($df = 56$; $p\text{-value} > 0.05$) which means that both average scores statistically are not different.

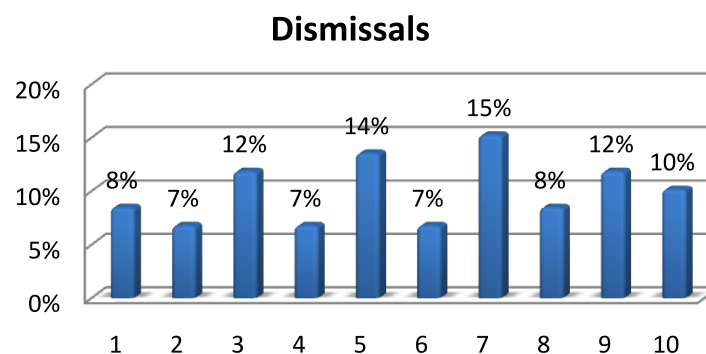


Fig. 15 ‘Company A has just been privatized. What will be the first decisions of the new owner?’ – respondents’ answer to category ‘Dismissals’

Three out of ten categories were evaluated with average score less than 5.0. This are renovation of commercial buildings, company’ liquidation and the increase in employees salaries. Distributions of respondents’ answers are presented with the following diagrams and descriptions.

Purchase of new equipment was evaluated by interviewees with average score 5.62 points. Interviewees’ indications are provided on the graph below.

Purchase of new equipment

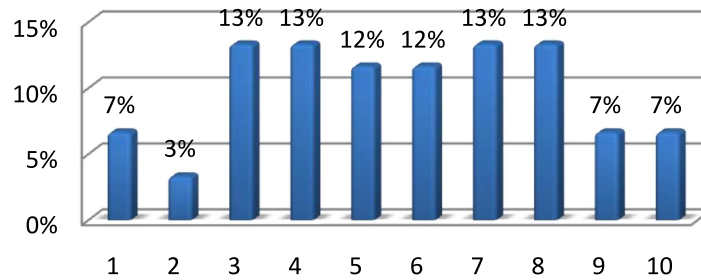


Fig. 16 'Company A has just been privatized. What will be the first decisions of the new owner?' – respondents' answers to category 'Purchase of new equipment'

Purchase of new equipment factor in case of the private company gained from women average score 5.97 points (95% confidence interval 4.44 – 7.50), while from men 5.24 points (95% confidence interval 3.25 – 7.24). Student's t-test result was 1.11 (df = 55; p-value > 0.05) which proved that both results are similar.

The average score 4.98 points is the result of respondents' indications in case of *buildings renovation*. Interviewees' answers concluded that in their opinions it is a category which will not be one of the first area of changes. 61% of the study participants chose as answer 5 points or less.

Renovation of commercial buildings

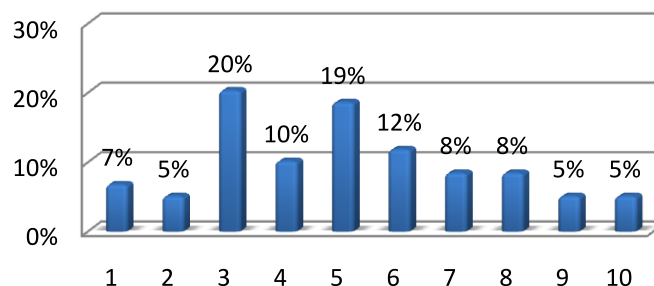


Fig. 17 'Company A has just been privatized. What will be the first decisions of the new owner?' – respondents' answers to category 'Renovation of commercial buildings'

Females answers in case of *Renovation of buildings* gave the average score 5.84 points (95% confidence interval 4.26 – 7.41). While the mean score based on men's responses was 4.07 points (95% confidence interval 1.53 – 6.61). Comparison of this two scores using Student's

t-test showed significant difference between both groups, as the result was $t = 2.45$ ($df = 56$; $p\text{-value} < 0.05$). Women graded this factor with higher score and see more probability for that to happen.

Very often the society reckon that from privatization process there is a short way to liquidate the company. As this study participants' responses showed, company' liquidation is not the intention of the new owner. The average score gathered by this category is 3.77 points. The majority of respondents – 64% indicated answers lower than 5 points.

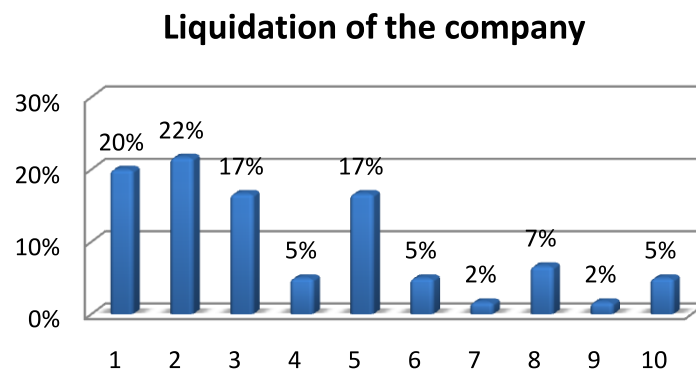


Fig. 18 'Company A has just been privatized. What will be the first decisions of the new owner?' – respondents' answers to category 'Liquidation of the company'

In terms of females opinion *Liquidation* of the enterprise has the average of 3.74 points (95% confidence interval 1.36 – 6.12). The mean score obtained from men responses was 3.79 (95% confidence interval 1.12 – 6.47). Conducted Student's t-test result $t = 0.15$ ($df = 58$; $p\text{-value} > 0.05$) confirmed the similarity of gathered average scores.

The last in the ranking and the less likely to happen change in newly privatized company in respondents' opinion is an increase in employees' salaries. According to interviewees' indications the average score is 3.75 points. One of fifth respondents graded this category with answer 1 point, which allow to consider that in opinion of this group the growth of salaries is almost impossible.

An increase of employees salaries gained from women average score 4.23 points (95% confidence interval 2.04 – 6.41), while from men 3.24 (95% confidence interval 0.31 – 6.17).

Student's t-test result was 1.57 (df = 58; p-value > 0.05) which proved that both results are similar.

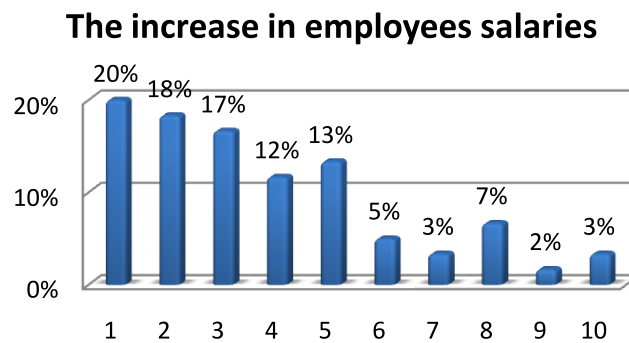


Fig. 19 'Company A has just been privatized. What will be the first decisions of the new owner?' – respondents' answer to category 'The increase in employees salaries'

To avoid asking straight whether respondents would prefer to work in public or private company the following question was provided in the questionnaire:

'Considering the possibility of working in the same position in two different companies how high salary in the private company would convince you to choose it as a place of work, if the state company offers a monthly salary height 2200 PLN (gross)?'

By indicating the height of expected salary, the interviewees indirectly showed their attitude to legal status of potential future employer. No differences in indicated salary may allow to assume that respondents do not pay attention to legal form of enterprise they are employed. On the other hand, indications of lower or higher salary would provide information about their attitude to private companies.

According to the respondents' answers the average salary, which would convince them to take up employment in private company, is 2 815 PLN. It is almost 28% more than wage in state enterprise. The median height of received answers is 2 600 PLN. The following graph presents gathered responses. Obtained data can be divided into 5 groups depending on the indicated wage height. The biggest number of interviewees – 48% provided answers range from 2401 to 3200 PLN. Next two groups are equal - both 23% of indications – ranges: 1601 to 2400 PLN and 3201 to 4000 PLN. The rest 5% of respondents picked out wage height lower than 1600 PLN.

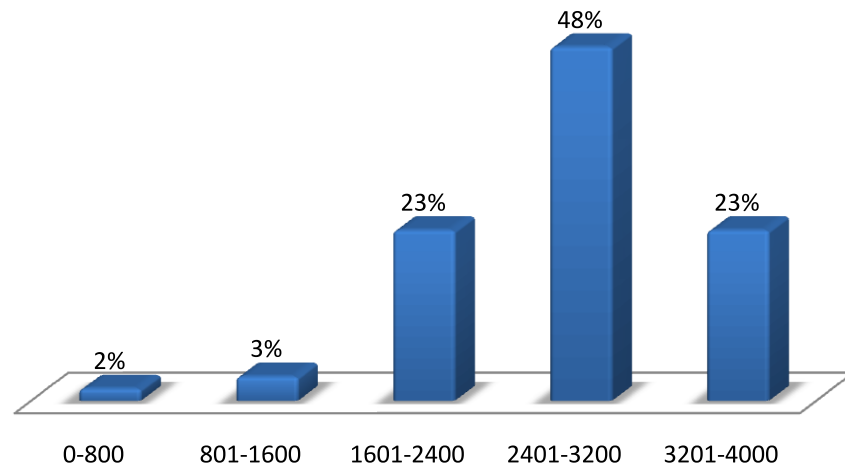


Fig. 20 Legal status of a company vs. salary height – respondents' answers - histogram

Women's average score 3 016 PLN points (95% confidence interval 1 671 – 4 360), while from men 2 601 PLN (95% confidence interval 1 362 – 3 840). Student's t-test result was 2.59 (df = 58; p-value < 0.05) proving that gathered from both sexes results are not similar. Women expect significantly higher salary level than men when working for a private enterprise – probably due to lower security of employment in private companies.

To learn interviewees opinion on the issue of employment' security the question presented below was provided in the questionnaire. Respondents role was to indicate employment certainty based on given height of salary.

'If the certainty of employment in a private company is ranked at the level of 5 points (out of 10), and the average salary is 3200 PLN (gross), what should be a level of job security (on a scale from 0 to 10) in the state company, where the average salary is 2000 PLN (gross)?'

The study participants' indications are provided in a graphical form on the following diagram.

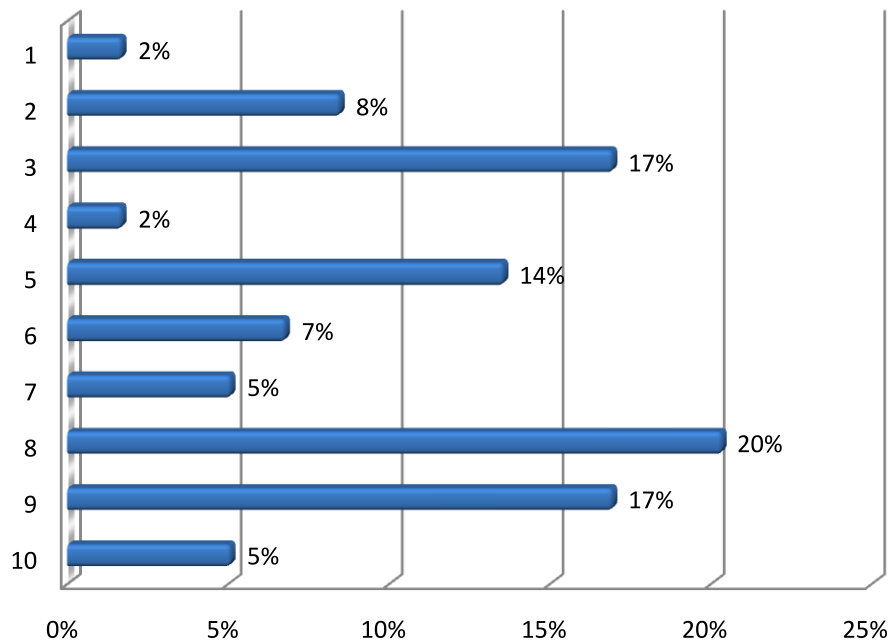


Fig. 21 Respondents' answers – salary vs. security of employment

Respondents believe that in the state company with salary height 2 000 PLN (gross) the average security of employment is 5.87 points. The mean score achieved from women's responses was 5.74 points (95% confidence interval 4.13 – 7.35). On the other hand men's answers gave 6.00 points average (95% confidence interval 4.35 – 7.65). To compare the similarity of gathered data the Student's t-test was used. Its result was $t = 0.32$ ($df = 56$; $p\text{-value} > 0.05$) proving that there is similarity in women and men opinions. According to gathered data it can be said that 1 200 PLN is worth 0.87 point of 'employment' security.

To know different points of respondents' view - both on state and private companies - the question presented below was provided in the questionnaire. It allows to compare interviewees' attitude to legal status of enterprises and its importance in case of companies image and potential employees requirements according to a salary amount.

'Considering the possibility of working in the same position in two different companies how high salary in the state company would convince you to choose it as a place of work, if the private company offers a monthly salary amount of 2300 PLN (gross)?'

The most significant part of respondents (32%) would start work in state company if the salary height would be in the range of 2 300 to 2 500 PLN. The following 27% of

interviewees would be satisfied with the wage from 2 000 to 2 200 PLN. The study participants in 17% would request salary from 2 600 to 3 000 PLN, 7% from 3 100 to 3 300 PLN. The highest salary was 3 400 to 4 000 and was pointed out by 12% of respondents. The last 7% of interviewees indicated answers from 0 to 1 800 PLN.

The following diagram presents the distribution of respondents' indications in 6 intervals.

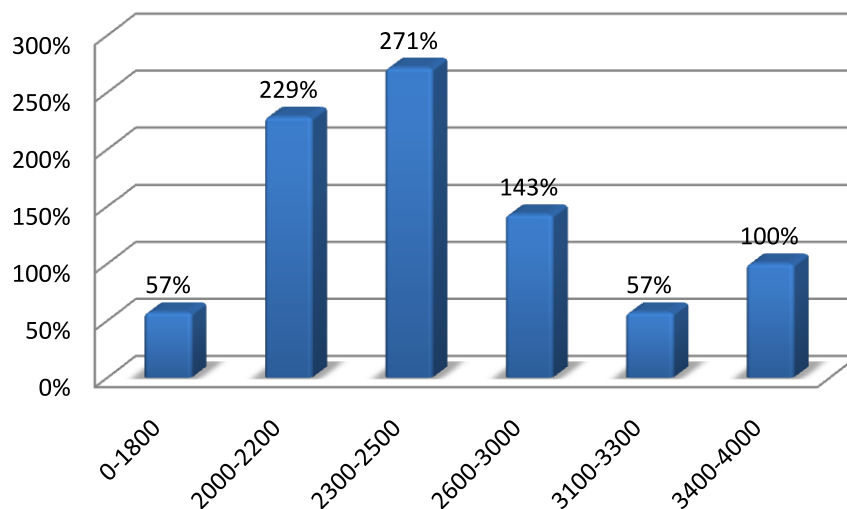


Fig. 22 Legal status of a company vs. salary height (II) – respondents' answers - histogram

The mean score achieved from women's responses was 2 496 PLN (95% confidence interval 1 384 – 3 609). On the other hand men's answers gave 2 417 PLN (95% confidence interval 1 266 – 3 568). To compare the similarity of gathered data the Student's t-test was used. Its result was $t = 0.44$ ($df = 56$; $p\text{-value} > 0.05$) proving there is similarity in women and men opinions.

3.3.2 Private and state companies comparison

In term of this paper it was vital to acquire knowledge of respondents' opinion on public and private companies. In the following questions the interviewees were asked to grade how well categories like: high earnings, work without stress, high employees performance, permanent employment, low operation costs, high products quality, innovation,

competitive prices and development describe a state company. The graph below presents gathered answers.

How accurately the following categories describe a state company?

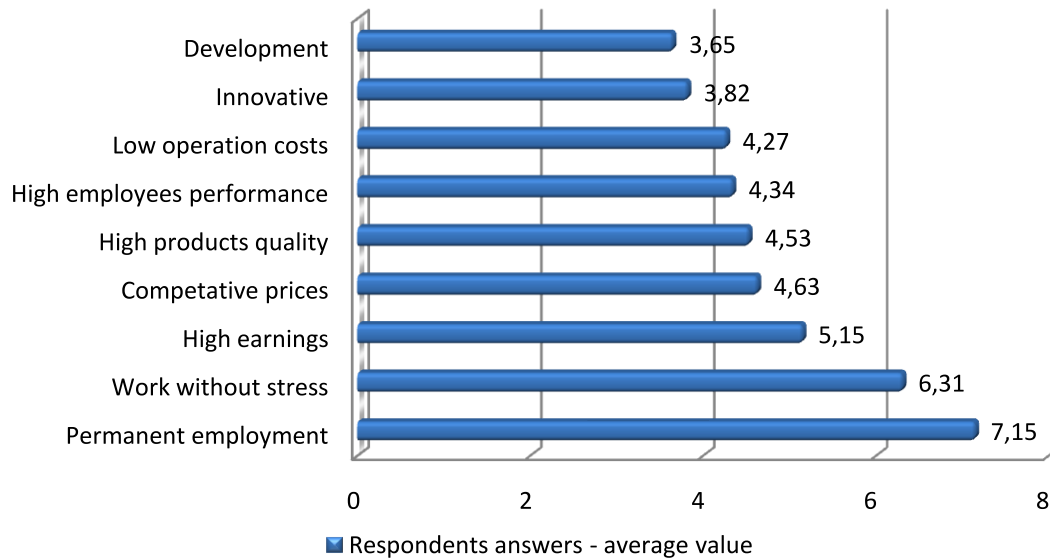


Fig. 23 Respondents' answer to question: 'How accurately the following categories describe a state company?'

Respondents considered that the most significant advantage of a state company is its assurance of *Permanent employment*. As this category achieved the highest average grade (7.15 points) gathered from respondents' answers - 25% of surveyed rated this category with the highest possible note (10 points). The graph presented below shows the distribution of responses. What makes it easy to notice that interviewees indicated high grades.

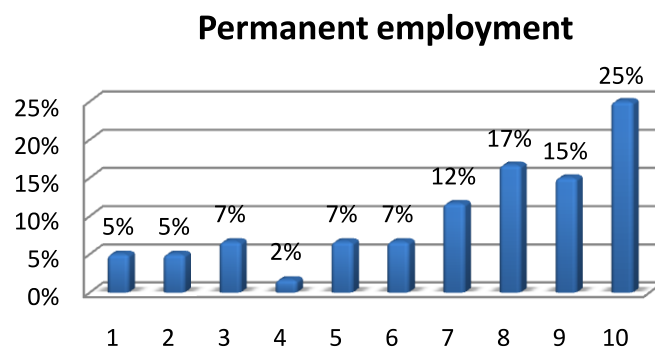


Fig. 24 'How accurately the following categories describe a state company?' – respondents' answer on category 'Permanent employment'.

Referring to women’s grades the mean score of *Permanent employment* was 7.1 points (95% confidence interval 5.91 – 8.29). While the men’s average score was 7.21 points (95% confidence interval 6.10 – 8.31). Both results were lower than the general average. Nevertheless, according to Student’s t-test result $t = 0.14$ ($df = 58$; $p\text{-value} > 0.05$) mean results gathered from women and men are not different.

In respondents’ opinion working in a state company is *Stress free*. This category was ranked at the 2nd place out of 9 with average grade 6.31 points. Surveyed indicated mostly high answers in case of this category. Accordingly to presented above data, it is not excluded that stress free atmosphere in a state company is a result of employment security.

The mean score achieved from women’s responses was 6.32 points (95% confidence interval 2.90 – 6.78). On the other hand men’s answers gave 6.30 points average (95% confidence interval 4.45 – 7.68). To compare the similarity of gathered data the Student’s t-test was used. Its result was $t = 0.17$ ($df = 58$; $p\text{-value} > 0.05$) proving the similarity in women and men opinions.

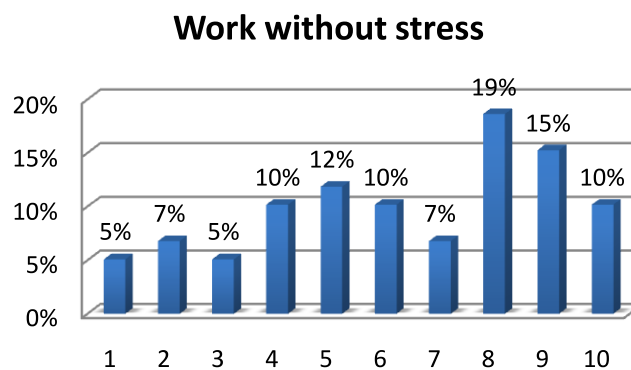


Fig. 25 ‘How accurately the following categories describe a state company?’ – respondents’ answer on category ‘Work without stress’.

High earnings as a category was ranked on 3rd position according to resulting average 5.15 points. Nevertheless, it is necessary to point out that the difference between first two categories and high earning is significant. Distribution of respondents’ answer is presented on the diagram below.

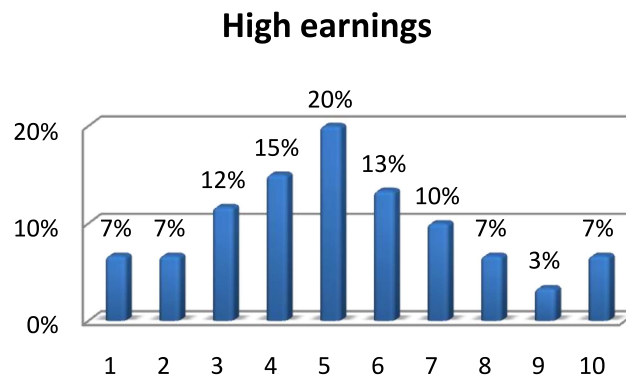


Fig. 26 'How accurately the following categories describe a state company?' – respondents' answer on category 'High earnings'.

According to women's indications the mean score for *High earnings* was 4.84 points (95% confidence interval 2.90 – 6.78). The average evaluation of men was 5.48 points (95% confidence interval 3.60 – 7.37). Conducted Student's t-test result was $t = 0.73$ ($df = 58$; $p\text{-value} > 0.05$) proved the similarity in opinions of both sexes.

The following characteristic of a state company is competitive prices level of its products. This category was graded with the average score 4.63 points. The graph below allows to analyze respondents' answer. The highest number of indications was received by 3 points answer (23% of responses). It is also important that in this category none of interviewees has chosen the best answer 10 points. Which means that any of the study participants consider state company' prices in 100% competitive.

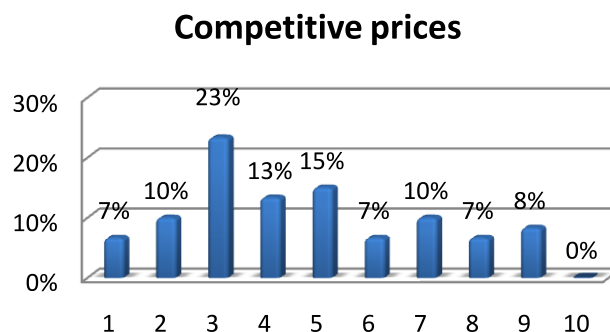


Fig. 27 'How accurately the following categories describe a state company?' – respondents' answer on category 'Competitive prices'.

Competitive prices according to females responses gathered mean grade 4.97 points (95% confidence interval 3.07 – 6.86). Men decided by their answers to rank this category with average 4.28 points (95% confidence interval 1.83 – 6.72). Student’s t-test end result was $t = 1.27$ ($df = 58$; $p\text{-value} > 0.05$). All the study participants share similar opinion.

Interviewees were also asked to evaluate state companies’ product quality. Respondents’ judgment is shown on the following diagram. Average grade for this category is 4.53 points. The majority of surveyed indicated answer 5 points (28% of all). Gathered data present that quality of state companies products was assessed as middle range.

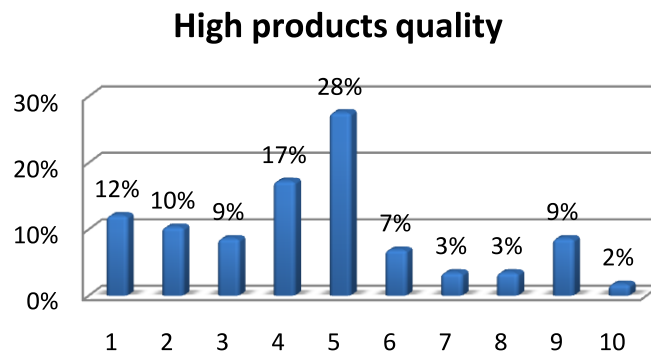


Fig. 28 ‘How accurately the following categories describe a state company?’ – respondents’ answer on category ‘High products quality’.

Female interviewees graded High product quality with average score 4.52 points (95% confidence interval 2.45 – 6.58). On the other hand, males indicated 4.54 points as the mean score (95% confidence interval 1.78 – 6.70). Both averages were similar which was confirmed by the result of Student’s t-test which was $t = 0.62$ ($df = 57$; $p\text{-value} > 0.05$).

Even if in respondents’ opinion employees of state companies are assured with their employment security and they work in a stress free atmosphere (the two highest scored categories) it does not passed through employees work performance. The study participants evaluated state companies workers performance on average 4.34 points. All answers were presented on the graph below.

High employees performance

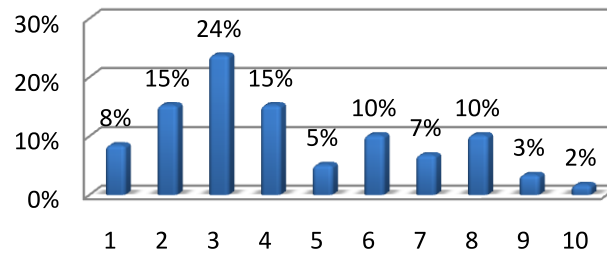


Fig. 29 'How accurately the following categories describe a state company?' – respondents' answer on category 'High employees performance'.

In accordance to *High employees performance* the average score gathered from women's responses was 4.48 points (95% confidence interval 2.40 – 6.56). Men ranked this factor with mean level of 4.13 points (95% confidence interval 1.47 – 6.59). Student's t-test result was $t = 1.16$ ($df = 57$; $p\text{-value} > 0.05$), which means that both average scores are similar.

The activity of state companies was examined by evaluating its level of operation costs, innovation and development. From now on, all presented categories were rated with the average score less than 5 points.

Low operation costs of states companies was scored with average 4.27 points. Respondents recognize state companies as expensive to maintain. One out of five interviewees indicated the number 1 as an answer, as well as, 20% of respondents have chosen as an answer 2 points. The distribution of gathered data is presented on the following graph.

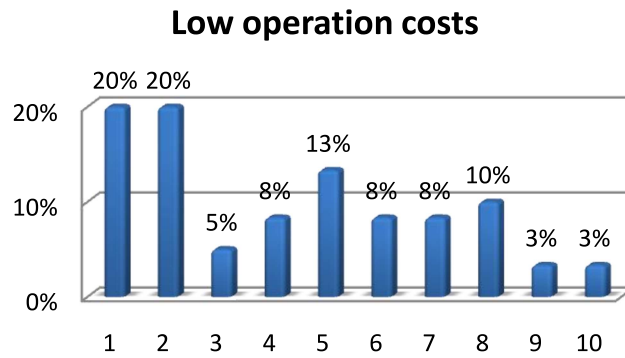


Fig. 30 'How accurately the following categories describe a state company?' – respondents' answer on category 'Low operations costs'.

Females interviewees answers in case of Low operation costs gave the average score 4.97 points (95% confidence interval 3.07 – 6.86). While the mean score based on men's responses was 3.52 points (95% confidence interval 0.71 – 6.32). Comparison of this two scores using Student's t-test showed no difference between both groups opinion, as the result was $t = 1.98$ ($df = 58$; $p\text{-value} > 0.052$).

With the average score 3.82 points the innovation of state companies was evaluated. The graph presented below allows to examine all respondents' indications. It can be said that the majority of the study participants agreed on the low innovation level of state companies – 66% of interviewees indicated answers lower than 5 points on scale from 1 to 10.

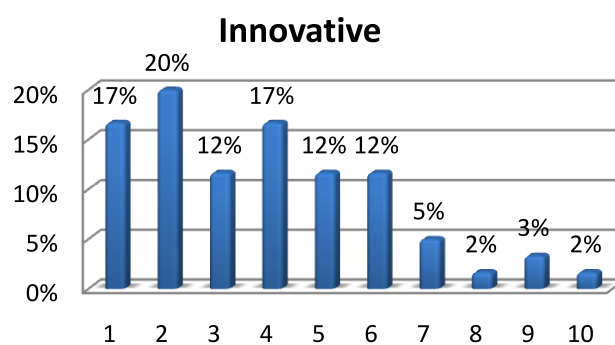


Fig. 31 'How accurately the following categories describe a state company?' – respondents' answer on category 'Innovative'.

Innovation factor in case of the state company gained from women average score 3.90 points (95% confidence interval 1.59 – 6.22), while from men 3.72 (95% confidence interval

1.02 – 6.43). Student’s t-test result was 0.34 (df – 58; p-value > 0.05) which proved that both results are similar.

Development of the state companies was scored with the lowest average - 3.65 points. Respondents consider state companies as not likely to develop. The group of 64% participants evaluated the state companies development with score lower than 5 points. What is more, no one have chosen as an answer 9 or 10 points. It reveals surveyed opinion about state companies low ability to develop business.

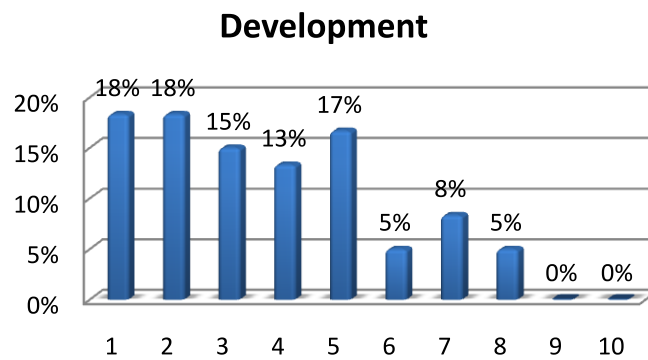


Fig. 32 ‘How accurately the following categories describe a state company?’ – respondents’ answer on category ‘Development’.

In terms of females opinion *Development* of the state enterprise is in average 3.45 points (95% confidence interval 0.96 – 5.59). The mean score obtained from men responses was 3.86 (95% confidence interval 1.22 – 6.50). Conducted Student’s t-test result $t = 0.75$ (df – 58; p-value > 0.05) confirmed the similarity of gathered average scores.

To make it unproblematic to compare differences in respondents’ opinion in case of state and private companies, results of the study regarding to private enterprises are presented next to each other. Interviewees were asked to evaluate the same categories but accordingly to private companies - high earnings, work without stress, high employees performance, permanent employment, low operation costs, high products quality, innovation, competitive prices and development.

The results of respondents' indications are presented on the graph below in accordance to the average obtained scores.

How accurately the following categories describe a private company?

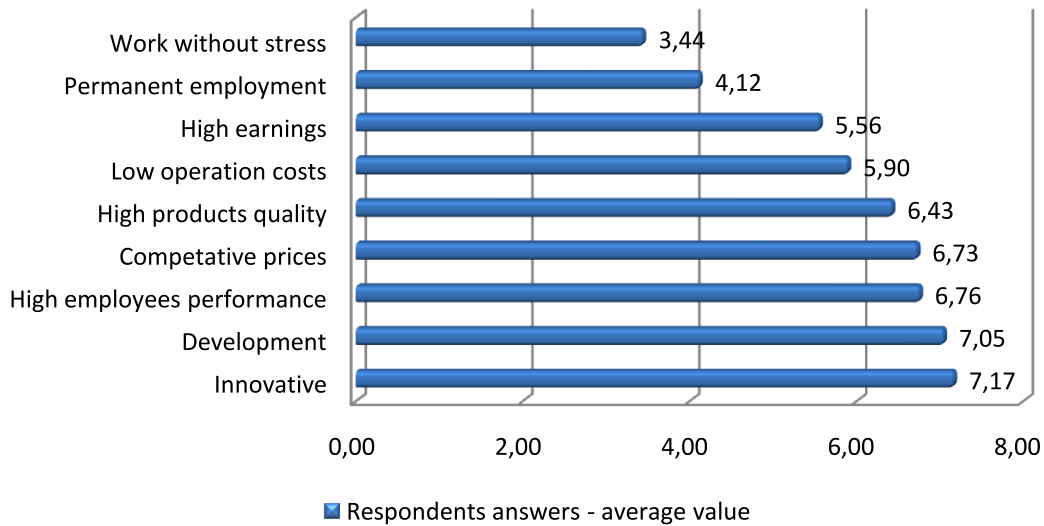


Fig. 33 Respondents' answer to question: 'How accurately the following categories describe a private company?'

The first and one of the biggest differences between state and private enterprises in respondents' opinion is innovation level of private companies. This category was evaluated with the highest answers which afforded the highest average score 7.17 points. The majority of interviewees (81%) indicated as the answer number higher than 5 points. What is more, none of respondents decided to evaluate private company's innovation level with 1 point.

Innovative

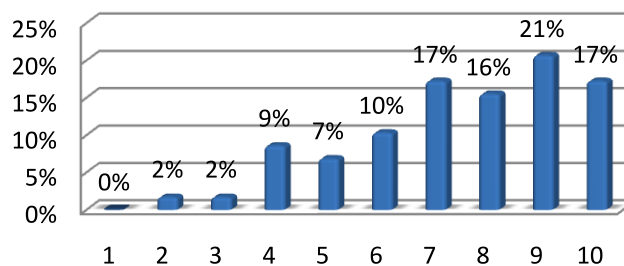


Fig. 34 'How accurately the following categories describe a private company?' – respondents' answer on category 'Innovative'.

In addition to women’s grades the mean score of *Innovation* of a private company was 7.32 points (95% confidence interval 6.19 – 8.46). While the men’s average score was 7.03 points (95% confidence interval 5.85 – 8.22). Both results were slightly lower than the general average. Nevertheless, according to the Student’s t-test result $t = 1.47$ ($df = 56$; $p\text{-value} > 0.05$) mean results gathered from women and men are not significantly different.

Development of private companies was scored with very high numbers – average height 7.05 points. One out of five respondents evaluated private companies development with the highest possible score – 10 points. 78% of the study participants awarded private enterprises growth with score higher than 5 points.

The mean score achieved from women’s responses in addition to *Development* was 7.45 points (95% confidence interval 6.34 – 8.56). On the other hand men’s answers gave 6.66 points average (95% confidence interval 5.31 – 8.00). To compare the similarity of gathered data the Student’s t-test was used. Its result was $t = 2.25$ ($df = 56$; $p\text{-value} < 0.05$) proving the there is no similarity in women and men opinions.

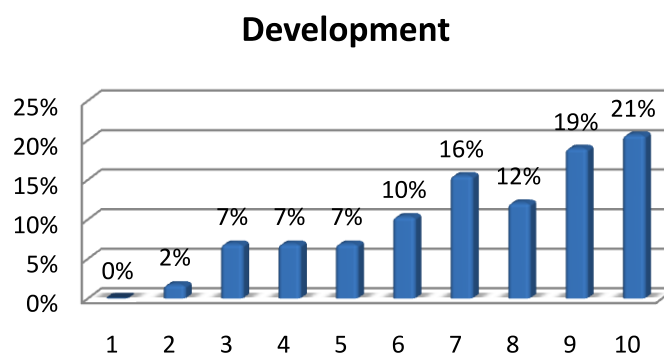


Fig. 35 ‘How accurately the following categories describe a private company?’ – respondents’ answer on category ‘Development’.

Employees performance in private companies was evaluated by respondents with 6.76 points as the average score. Almost 20% of interviewees ranked this category with the highest number. All collected responses are presented on the graph below. As it can be seen the majority of respondents have chosen as answer high numbers - greater than 5 points.

High employees performance

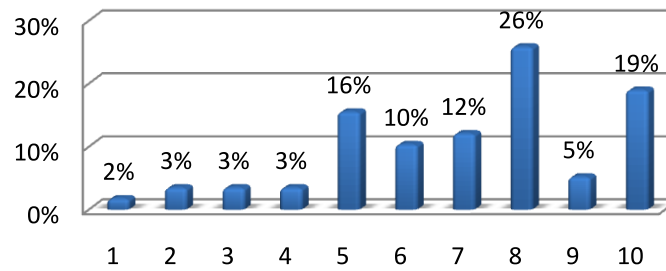


Fig. 36 'How accurately the following categories describe a private company?' – respondents' answer on category 'High employees performance'.

High employees performance according to females responses gathered mean grade 6.81 points (95% confidence interval 5.54 – 8.07). Men decided by their answers to rank this category with average 6.72 points (95% confidence interval 5.41 – 8.04). Student's t-test end result was $t = 0.90$ ($df = 56$; $p\text{-value} > 0.05$). Interviewees of both sexes share similar opinions.

Respondents consider private companies as suppliers of products with *Competitive prices*. Almost 20% of interviewees admitted their support for that statement. The graph provided below presents distribution of respondents' answers. As it was with previous categories the greater part of surveyed examined this characteristic with higher than 5 points answer. The mean score 6.73 points.

Competitive prices

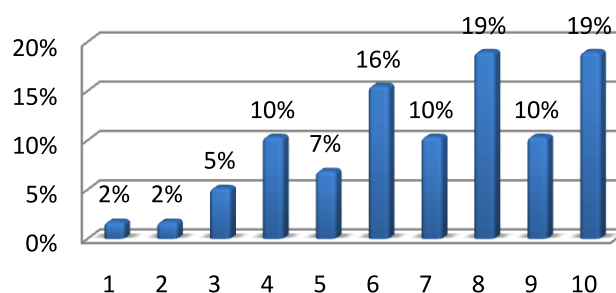


Fig. 37 'How accurately the following categories describe a private company?' – respondents' answer on category 'Competitive prices'.

According to women’s indications the mean score for Competitive prices was 6.61 points (95% confidence interval 5.29 – 7.94). The average evaluation of men was 6.86 points (95% confidence interval 5.61 – 8.12). Conducted Student’s t-test result was $t = 0.33$ ($df = 56$; $p\text{-value} < 0.05$) proved there is no significant difference in opinions of both groups of the study participants.

Products quality is one of the most significant factors which drives potential customers to become a client and purchase company’s goods. According to respondents’ indications private enterprises products quality is perceived as quite high. This characteristic was evaluated with average score 6.43 points – which is better than the score achieved by state companies’ products quality. 70% of interviewees picked as an answer number higher than 5 points.

Female interviewees graded *High product quality* with average score 6.65 points (95% confidence interval 5.33 – 7.96). On the other hand, males indicated 6.21 points as the mean score (95% confidence interval 4.46 – 7.76). Both averages were similar which was confirmed by the result of Student’s t-test which was $t = 1.02$ ($df = 56$; $p\text{-value} > 0.05$). All respondents’ indications were provided on the following graph.

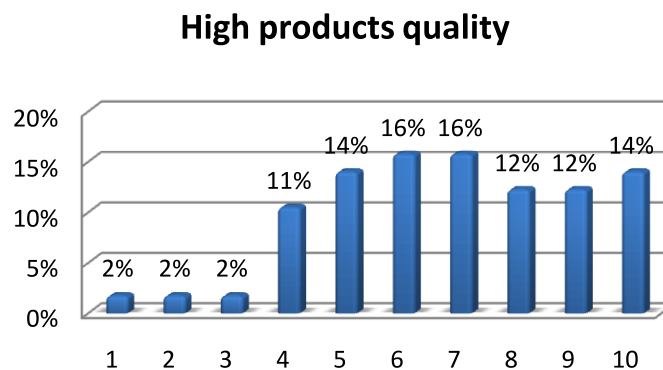


Fig. 38 ‘How accurately the following categories describe a private company?’ – respondents’ answer on category ‘High products quality’.

Achieving *Low operating costs* is very important in activities of every company, apart from its legal status. This factor in case of private companies was rated with 5.9 points. Respondents’ indications were presented on the graph below. According to them, it is easy to notice that interviewees’ opinions were divided comparably.

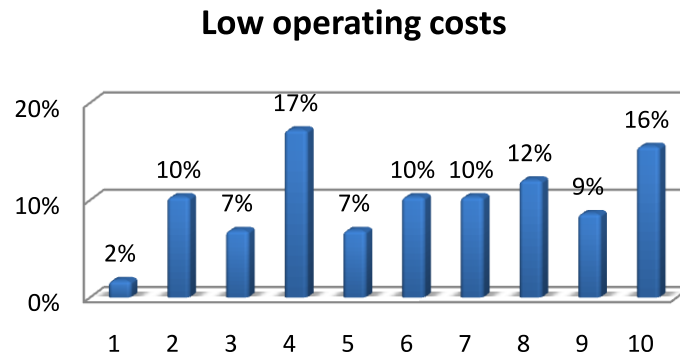


Fig. 39 'How accurately the following categories describe a private company?' – respondents' answer on category 'Low operating costs'.

In accordance to *Low operation costs* the average score gathered from women's responses was 5.77 points (95% confidence interval 4.18 – 7.37). Men ranked this factor with mean level of 6.03 points (95% confidence interval 4.40 – 7.66). Student's t-test result was $t = 0.19$ ($df = 56$; $p\text{-value} > 0.05$). What presents both scores as similar.

Financial situation of private companies' employees is seen by the study participants as worst than workers in public companies - according to achieved average score which is 5.8 points. Every fifth of interviewees indicated as an answer the number 6 points and 57% of respondents picked out the score higher than 5 points.

Females interviewees' answers in case of *High earning* gave the average score 5.56 points (95% confidence interval 4.22 – 7.39). While the mean score based on men's responses was 5.31 points (95% confidence interval 3.35 – 7.27). Comparison of this two scores using Student's t-test showed no difference between both groups opinion, as the result was $t = 1.43$ ($df = 56$; $p\text{-value} > 0.05$).

High earnings

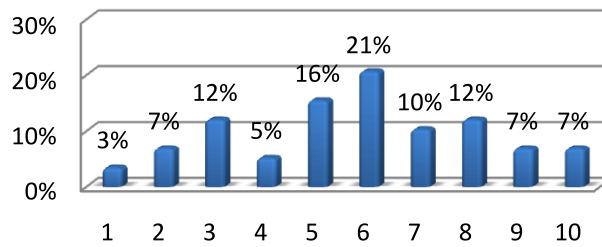


Fig. 40 'How accurately the following categories describe a private company?' – respondents' answer on category 'High earnings'.

In case of private companies only two of investigated categories achieved the average score lower than 5 points. This are permanent employment and work without stress. Distributions of respondents' answer were provided on diagrams below.

Permanent employment in interviewees opinion is not an advantage of private companies. Respondents evaluated this factor with average grade 4.12 points. 58% of the study participants indicated number lower than 5 points. The answer which was chosen the most often was the number 2 points – 23% of respondents' indications.

Permanent employment

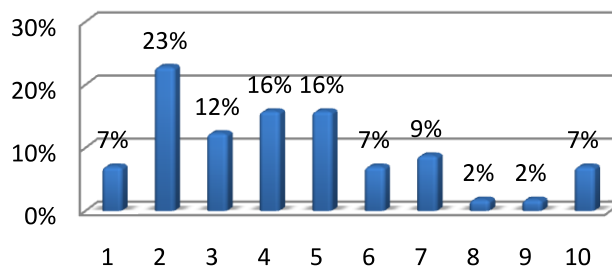


Fig. 41 'How accurately the following categories describe a private company?' – respondents' answer on category 'Permanent employment'.

Permanent employment factor in case of the private company gained from women average score 4.39 points (95% confidence interval 2.27 – 6.51), while from men 3.86 points (95% confidence interval 1.22 – 6.50). Student's t-test result was 1.53 points (df – 55; p-value > 0.05) which proved that both results are similar.

The study participants voted that working in the private enterprises is stressful. The category *Work without stress* was ranked as the last one – accordingly to the average score 3.44 points achieved by this factor. Almost a half of respondents indicated as an answer number 1 or 2. The graph below presents the distribution of responses.

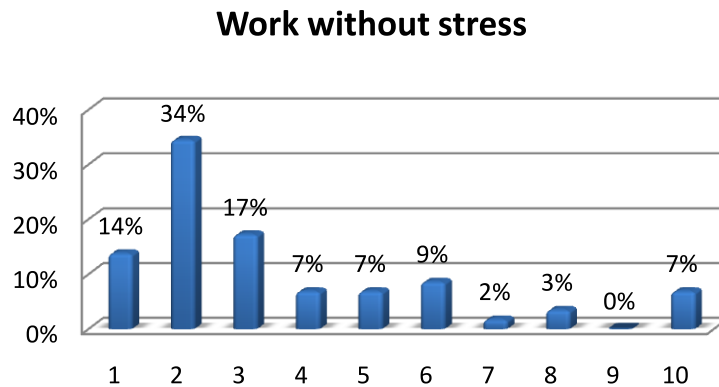


Fig. 42 'How accurately the following categories describe a private company?' – respondents' answer on category 'Work without stress'.

In terms of females opinion *Development of the private enterprise* is in average 3.55 points (95% confidence interval 1.09 – 6.01). The mean score obtained from men responses was 3.34 points (95% confidence interval 0.46 – 6.23). Conducted Student's t-test result $t = 0.67$ ($df = 58$; $p\text{-value} > 0.05$) confirmed the similarity of gathered average scores.

As it was presented in initial analysis, private companies are considered to be much more innovative and develop-oriented than state ones. To have a chance to support or negate this statement the following controlling question was also included in the questionnaire.

'A state-owned company in the budget for the coming year allocated 3% of last year's profit for research and development. What percentage of last year's profits will a private company allocate to research and development activities in the coming year?'

In respondents' opinion the average percentage of investment into research and development area is 6.65% of last year's profit, while the median response was 6%.

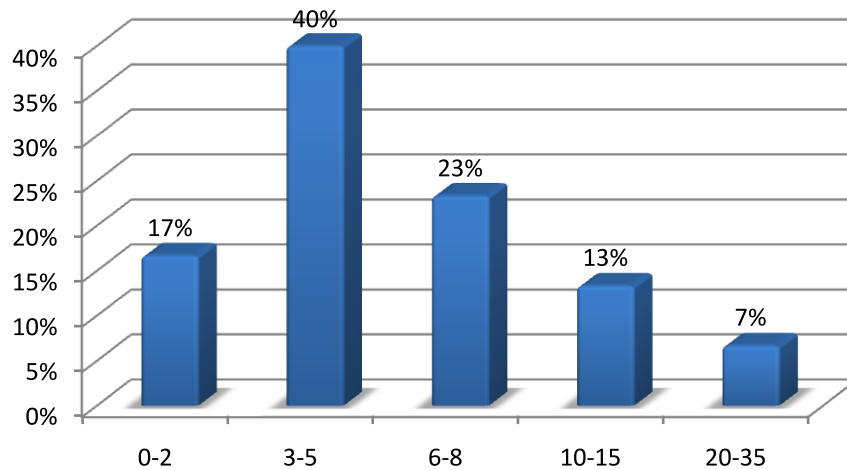


Fig. 43 Respondents' answer – height of financial resources allocated in R&D department

The majority of respondents (83%) reckon that the private company will allocate the same or bigger number of percentage in research and development activities in coming year. The most significant group of interviewees (40%) indicated answers in interval from 3 to 5%. The following number (23%), almost a half, represented people who reckon that private company will invest from 6 to 8% of last year's profit. 13% of the study participants believed that private enterprise will allocate from 10 to 15% of profit. For 7% of surveyed from 20 to 35% of profit will be invested in R&D department by private firm. Nevertheless, 17% of respondents is of the view that private company will allocate nothing or less than the state one.

Females' responses gave the average score 6.16% (95% confidence interval 8.92 – 11.34). While the mean score based on men's responses was 6.76% (95% confidence interval 5.46 – 8.06). Comparison of this two scores using Student's t-test showed no significant difference between both groups' opinions, as the result was $t = 0.25$ ($df = 56$; $p\text{-value} > 0.05$).

3.3.3. Privatization influence on interpersonal relations

The privatization process influence all company aspects. Also, relationships between individuals. To learn respondents' opinion on a direction of relationships changes interviewees were asked to assess the following pairs: New owner – Employees, New owner – Managers, New owner – Suppliers, New owner – Government, Managers – Employees and

between employees. Respondents could pick numbers from 1 to 5 as they consider the change to be positive, from -1 to -5 as they predict negative change or 0 when no change was consider. The graph presented below provide average scores for each pair.

Company A has just been privatized. How do you think these relationships look now in company?

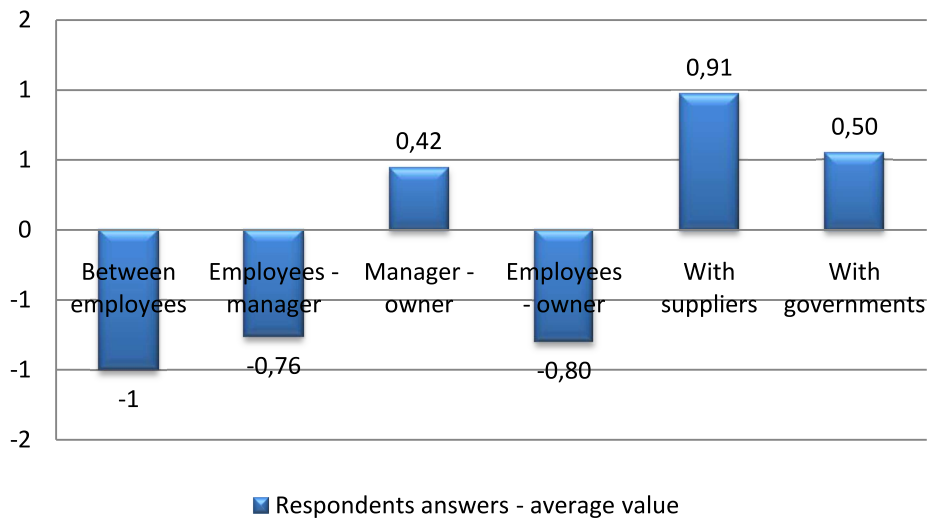


Fig. 44 Respondents' answer to question: 'Company A has just been privatized. How do you think these relationships look now in company?' – average scores

Respondents' answer are provided on separate diagram for each category of relationship. Short discussions to all of them are also provided.

According to gathered data the biggest positive change in respondents' opinion will consider relationship between the new owner and suppliers. The average score achieved by this pair was 0.91 points. As 45% of respondents picked out as an answer a number 1 and higher. Nevertheless, it is necessary to draw attention to 29% of responses '0', which means that quite meaningful part of respondents reckon there was no change. The rest 18% of interviewees is convinced about negative influence of privatization on this relationship.

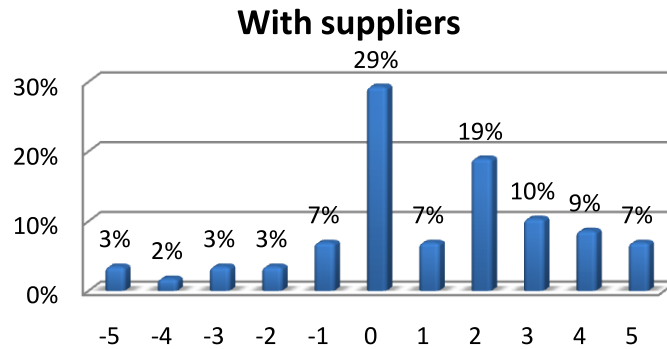


Fig. 45 Distribution of respondents' answer – relations with suppliers

In addition to women's grades the mean score of relationship with suppliers was 1.58 points (95% confidence interval -1.70 – 4.86). While the men's average score was 0.24 points (95% confidence interval -4.11 – 4.60). According to the Student's t-test result $t = 2.16$ ($df = 54$; $p\text{-value} < 0.05$) mean results gathered from women and men are not equal. As women consider relationship with suppliers to become more positive after privatization.

The second biggest average grade was 0.50 points in case of relationship between the new owner and the local government. Respondents in 44% decide that the influence of privatization will be positive and will result in its improvement. While 28% of the study participants pointed out no change. The negative side of transformation to private legal status was expected by 29% of surveyed..

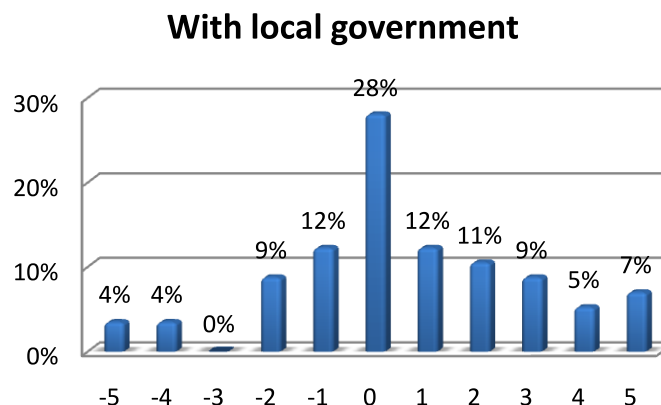


Fig. 46 Distribution of respondents' answer – relations with government

According to women's indications the mean score was 1.23 points (95% confidence interval -2.21 – 4.66). The average evaluation of men was -0.24 points (95% confidence

interval -4.83 – 4.34). Conducted Student’s t-test result was $t = 2.53$ ($df = 54$; $p\text{-value} < 0.05$) proved there is no similarity of opinions in both groups of the study participants. Women see positivity in privatization in the case of relationship with the local government, while in men’s opinion this relation will suffer.

The last positive relationship in which respondents suspect positive change is the one between manager and new owner. Interviewees scored it with 0.42 points as the average. Out of all surveyed 51% assessed the change with positive number from 1 to 5 points. Nevertheless, 19% of interviewees consider no difference in such relationship. Negative change was supported by 35% of the study participants who have chosen answers from -1 to -5 points.

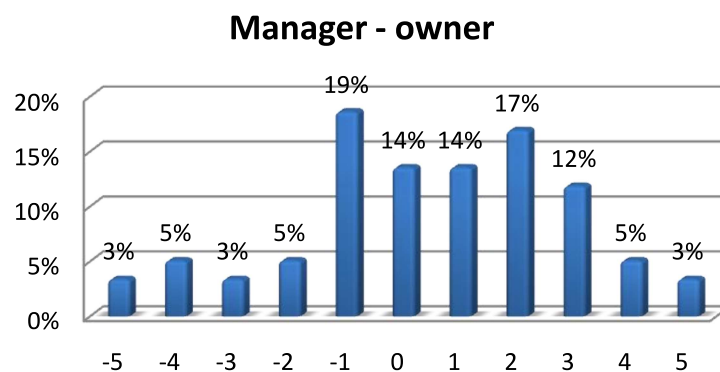


Fig. 47 Distribution of respondents’ answer – relations between managers and owner

In accordance to relationship between manager and the new owner the average score gathered from women’s responses was 0.68 points (95% confidence interval -2.99 – 4.35). Men ranked this factor with mean level of 0.17 points (95% confidence interval -4.22 – 4.56). Student’s t-test result was $t = 0.92$ ($df = 55$; $p\text{-value} > 0.05$). What presents both scores as similar.

From now on, all presented relationships were suspected to get worst because of the privatization process. This are employees – manager relationship, employees – new owner relationship and contacts between workforce.

The average score -0.76 points presents interviewees attitude to relationship between employees and manager. In the perception of 59% of all surveyed participants this contacts would become more negative. Following 17% of respondents saw no cause for relation to change. While the rest of opinions 31% recognized a chance for positive changes.



Fig. 48 Distribution of respondents' answer – relations between employees and manager

Employees and managers relationship gained from women average score -0.52 points (95% confidence interval -4.70 – 3.67), while from men -1.00 (95% confidence interval -5.94 – 3.94). Student's t-test result was 0.69 (df = 55; p-value > 0.05) which proved that both results are similar.

The second lowest mean score (-0.80 points) was obtained by contacts between employees and new owner. In opinion of 55% respondents this relationship would have negative connotation. For 14% of interviewees there is no reason to predict any change. While 32% of the study participants see a chance to make things better between workforce and new owner.

In terms of females opinion on relations between employees and new owner the average -0.32 points (95% confidence interval -4.42 – 3.78). The mean score obtained from men responses was -1.28 (95% confidence interval -6.35 – 3.80). Conducted Student's t-test result $t = 1.22$ (df = 57; p-value > 0.05) confirmed the similarity of gathered average scores.

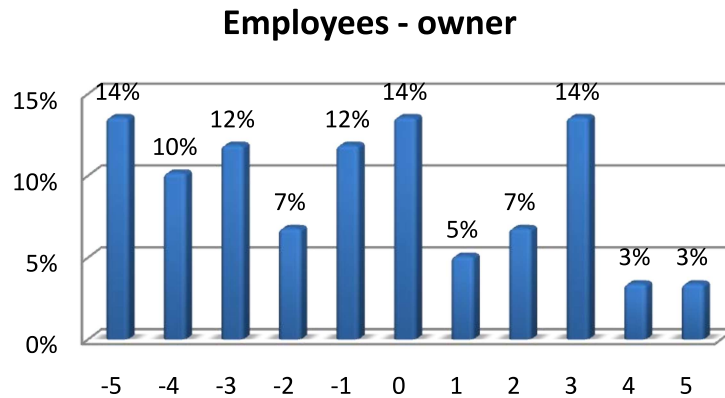


Fig. 49 Distribution of respondents' answer – relations between employees and owner

The last of analyzed relationships concerned employees attitude to each other after the privatization process accomplishment. This pair achieved the most significant negative average score – which was -1 point. 49% of respondents evaluated the change from -1 to -5 points. Following 32% of interviewees predicted neither negative nor positive influence of company' legal status transformation. Almost one of fifth surveyed evaluated the possible change as likely to be positive.

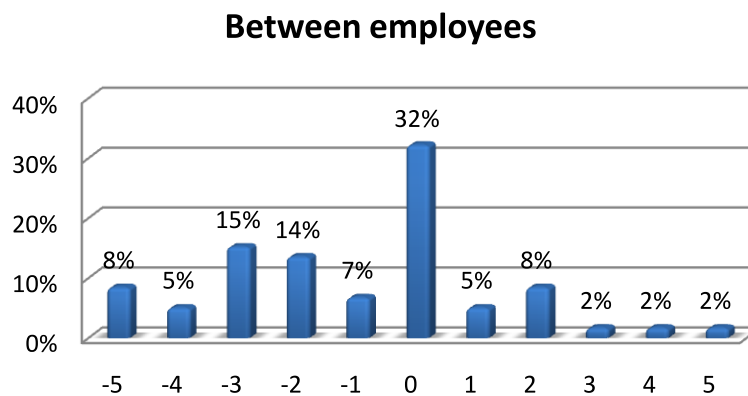


Fig. 50 Distribution of respondents' answer – relations between employees

Females interviewees answers in case of contacts between workforce gave the average score -0.84 points (95% confidence interval -5.16 – 3.49). While the mean score based on men's responses was -1.14 points (95% confidence interval -6.15 – 3.87). Comparison of this two scores using Student's t-test showed no difference between both groups opinion, as the result was $t = 0.39$ ($df = 57$; $p\text{-value} > 0.05$).

It is vital to notice that even in respondents decided which relationships will gain benefits and which will suffer according to privatization process all presented answers and average scores are not . None of categories achieved a very significant mean score. It allows to predict that even if interviewees indicated some changes its direction should not have a far-reaching influence on the organization.

3.3.4 Privatization winners and losers

As it was mentioned before with the privatization process come changes. Transformations always have beneficiaries but also people who lose. In following question respondents were asked to assess to whom privatization brings advantages and who has to face the bad sites of this process. Interviewees were provided with 5 categories (Government, Unions, Employees, New owner, Treasury) and 10 points scale. The graphical presentation of data is included below.

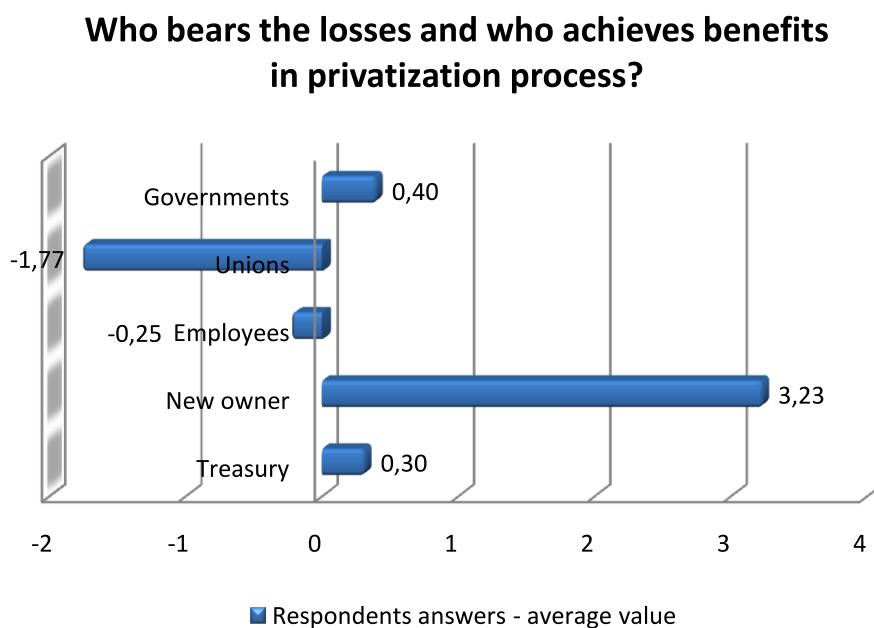


Fig. 51 Respondents' answer to question: 'Who bears The losses and who achieves benefits In privatization process?' – average scores

According to average scores gathered by individual categories the immense superiority above all has the new owner. Respondents are convinced that the new possessor achieves more benefits than others, as the new owner average score is 3.23 points. The majority of

interviewees 86% consider that the new owner achieves benefits from the takeover by indicating answers from 1 point up. 37% of respondents indicated 5 points as an answer, which present significant benefits. Only 4% of the study participants reckon that the new owner lose in the privatization process.

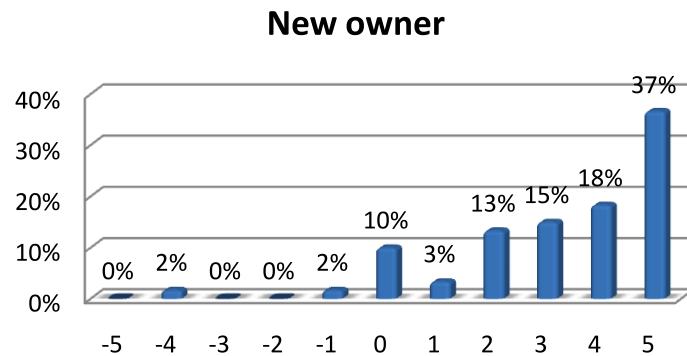


Fig. 52 'Who bears The losses and who achieves benefits In privatization process?' – respondents' answer to category 'New owner'

The mean score achieved from women's responses in addition to New owner was 3.61 points (95% confidence interval 1.18 – 6.04). On the other hand men's answers gave 2.83 points average (95% confidence interval -0.30 – 5.96). To compare the similarity of gathered data the Student's t-test was used. Its result was $t = 1.33$ ($df = 56$; $p\text{-value} > 0.05$) proving the similarity in women' and men' opinions.

The next group of beneficiaries are *local government*. Although, it is hard to compare its average score 0.40 to previously discussed 3.23 of the new owner. Nevertheless, the study participants see some advantages in privatization process for local government. The distribution of all answers is presented on the graph below. The highest number of indications received the answer 0, which means that for every fifth surveyed there is no difference in legal status of company in case of advantages for local government.

Government according to females responses gathered mean grade 0.58 points (95% confidence interval -3.13 – 4.29). Men decided by their answers to rank this category with average 0.21 points (95% confidence interval -4.16 – 4.58). Student's t-test end result was $t = 0.36$ ($df = 56$; $p\text{-value} > 0.05$). Interviewees share similar opinions.

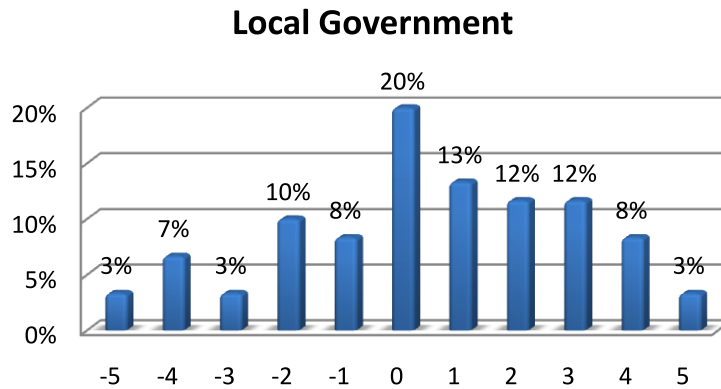


Fig. 53 'Who bears The losses and who achieves benefits In privatization process?' – respondents' answer to category 'Local Government'

One of the reason why public companies are privatized is also a hope that obtained by privatization process capital will support the Treasury financial stability. Nevertheless, in respondents' opinion the Treasury does not achieve considerable benefits. The average score 0.30 gained by this category of potential beneficiaries sustain negative privatization process attitude.

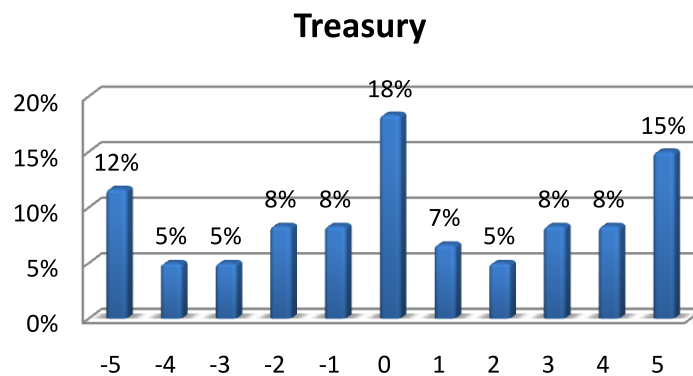


Fig. 54 'Who bears the losses and who achieves benefits in privatization process?' – respondents' answer to category 'Treasury'

In accordance to Treasury the average score gathered from women's responses was 0.87 points (95% confidence interval -2.71 – 4.46). Men ranked this factor with mean level of -0.28 points (95% confidence interval -4.88 – 4.32). Student's t-test result was $t = 1.02$ ($df = 56$; $p\text{-value} > 0.05$), which presents both scores as similar.

From now on, all mentioned categories achieved average score lower than 0. It means that in respondents' opinion they lose because of the privatization process. This categories are employees and unions. Short discussion of each and graphs are provided below.

According to interviewees answers the average score obtained by employees is -0.25 points. As it is presented on the diagram below responds were not strict as answers are divided into all possibilities.

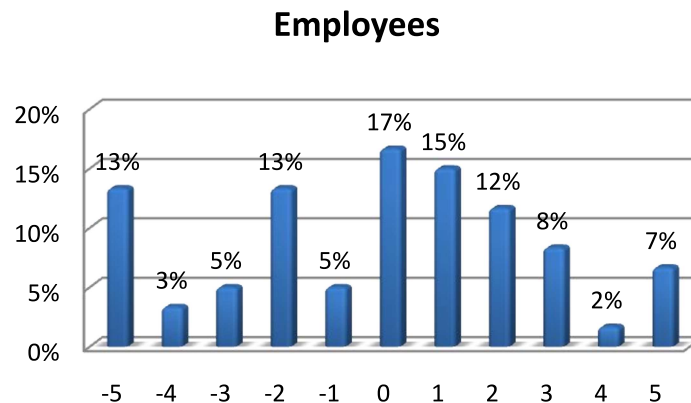


Fig. 55 'Who bears The losses and who achieves benefits In privatization process?' – respondents' answer to category 'Employees'

Females interviewees answers in case of Employees gave the average score 0.39 points (95% confidence interval -3.41 – 4.18). While the mean score based on men's responses was -0.90 points (95% confidence interval -5.79 – 4.00). Comparison of this two scores using Student's t-test showed no difference between both groups opinion, as the result was $t = 1.49$ ($df = 56$; $p\text{-value} > 0.05$).

In respondents' opinion the biggest loser in privatization process are unions. It is rational, with change of company' legal status from public to private the importance and influence strength of unions decrease rapidly. The average unions' score is -1.77 points. The majority – 63% of respondents indicated as answer number lower than 0.

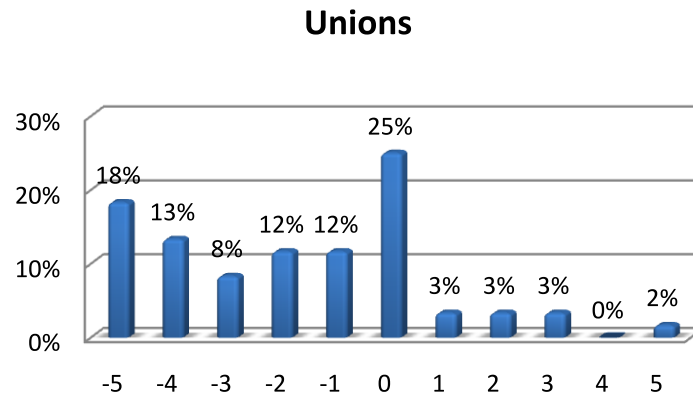


Fig. 56 'Who bears The losses and who achieves benefits In privatization process?' – respondents' answer to category 'Unions'

In terms of females opinion Unions achieved average score -1.42 points (95% confidence interval -6.00 – 3.16). The mean score obtained from men responses was -2.14 (95% confidence interval -7.62 – 3.35). Conducted Student's t-test result $t = 1.47$ ($df = 58$; $p\text{-value} > 0.05$) confirmed the similarity of gathered average scores.

3.3.5 Influence of economy on state and private companies

The aim of the next question was to learn respondents' opinion on state company ability to manage market crisis. Information about private company was also provided to recognize interviewees attitude to state companies.

'As a result of the prevailing market downturn (the crisis) private company A last year recorded a decline in sales of 15%. How has changed the result of sales in state company B if both enterprises function on the same market?'

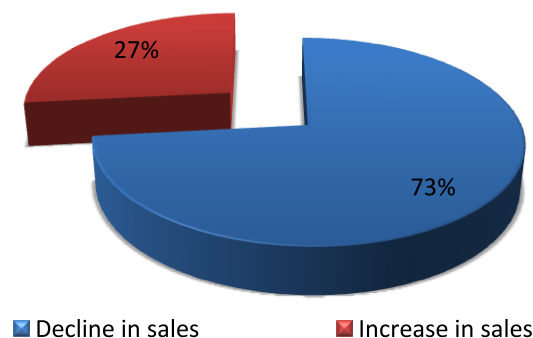


Fig. 57 Respondents' answer - increase vs. decline in terms of market' crisis

In opinion of 73% of respondents state company B will also suffer from market crisis and its sales will decline, only 27% of the study participants consider decrease in private company sales as an opportunity for state firm to increase its sales.

In this question respondents were also asked to provide a percentage number of increase or decrease of sales in state enterprise. All gathered data are presented below on graphs.

According to respondents' answer average decline of sales in state company will reach 18% drop – which is higher than the decrease in private company. Distribution of responses showed that 20% of respondents believe that the decline will reach '5%'. Another 30% of interviewees predict '20%' sales drop. Both 15% and 30% sales decrease were indicated by '18%' of respondents. In opinion of 11% of the study participants sales will note '10%' shrink. For 7% of interviewees sales will drop about '25%.' The rest 2% of surveyed indicated answer '18%'.

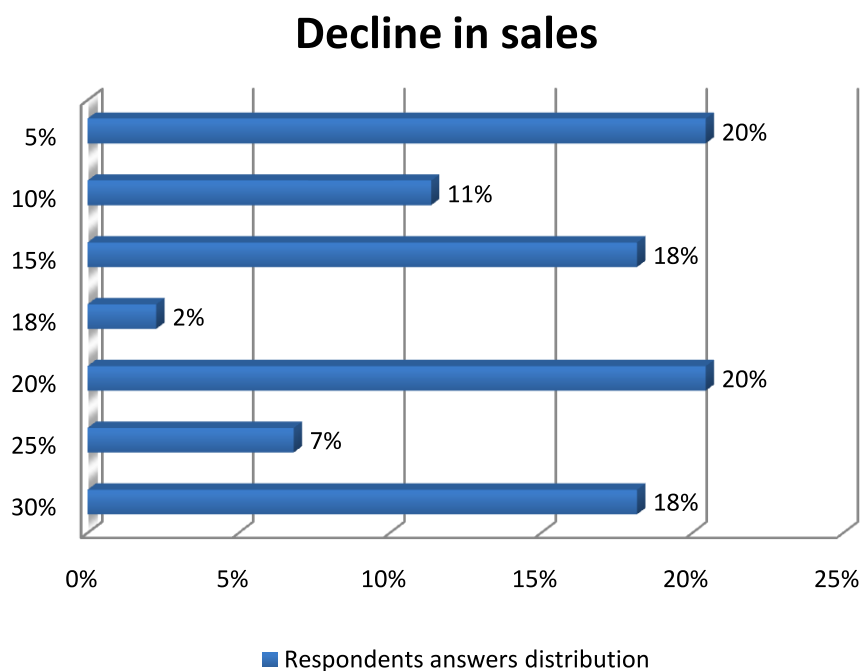


Fig. 58 Respondents' answer – decline in sales as the result of market downturn

The majority of respondents who believe in increase of state company sales responded that its height will be '5%'. The next biggest division of indication is 25% of answers '15%'. Next two possibilities '10%' and '20%' achieved the same level of support which was 19% of

responses. The lowest in interviewees possibility is '3%' sales raise pointed out by 6% of surveyed.

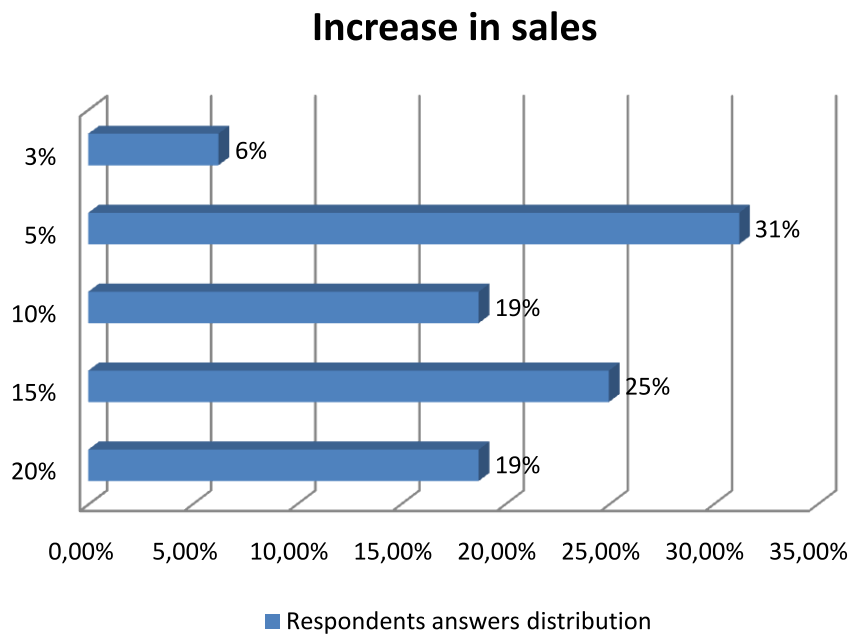


Fig. 59 Respondents' answer – increase in sales as the result of market downturn

To give respondents an opportunity to present their attitude to state company ability to take advantage of market upturn following question was provided.

'Thanks to the prevailing market upturn (growth) private company A reported last year sales increase of 15%. How changed sales result of state company B operating in the same market?'

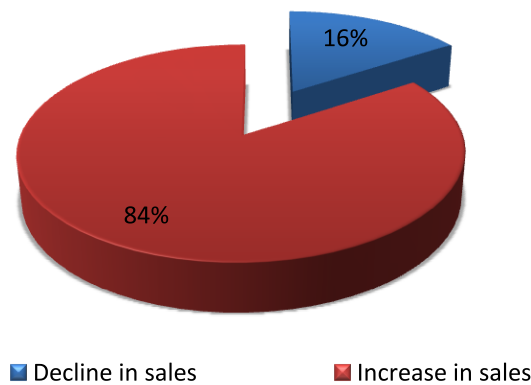


Fig. 60 Respondents' answer – increase vs. decline in sales in case of market' upturn

The majority of respondents consider market growth as a chance for state company to increase its sales. 84% of the study participants indicated this answer. The rest 16% of interviewees decided that state company apart from market upturn will suffer sales decline.

The most significant part of respondents – 30% consider that the state company will record ‘10%’ growth in sales. Following 22% of interviewees believe that the possible increase shall be ‘5%’, while other 14% of the study participants is convinced to ‘15%’ growth. Respondents indicated also as answers numbers such ‘20%’, ‘30%’ and ‘3%’ growth – 6% indications each, ‘18%’, ‘8%’ and ‘1%’ growth – 4% of indications each and ‘25%’ and ‘4%’ - 2% of indications each. The graph provided below presents distribution of all gathered responses.

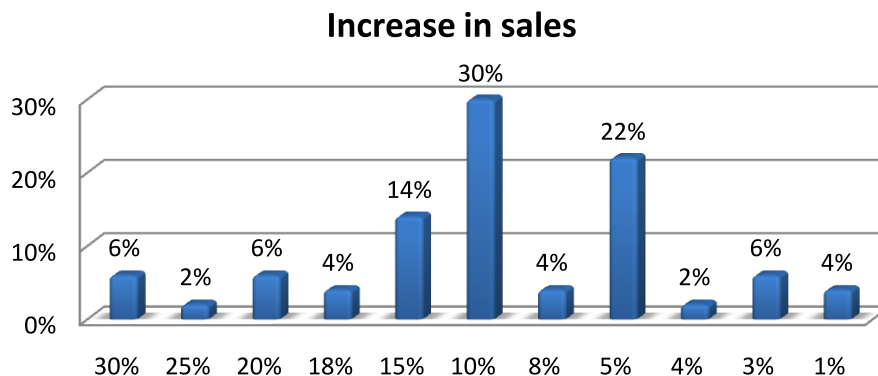


Fig. 61 Respondents’ answer – increase in sale as the result of market upturn

The group of respondents who consider a decline in state company sales in its significant part – 40% pointed out answer ‘5%’ as expected sales decrease. The next 20% of interviewees consider as possible ‘8%’ sales drop. Another answers ‘30%’, ‘25%’, ‘15%’, and ‘10%’ decline were indicated by 10% of the study participants each.

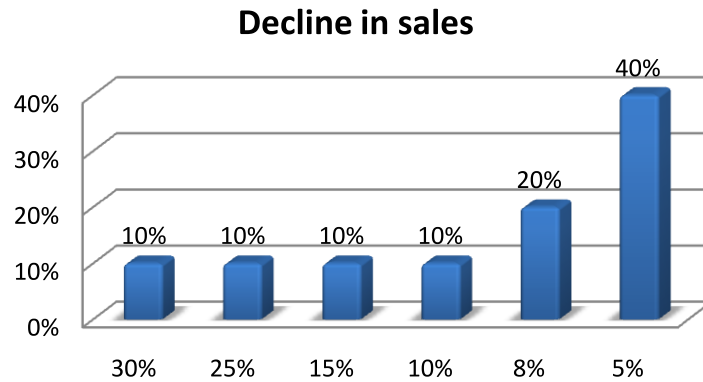


Fig. 62 Respondents' answer – decline in sale as the result of market upturn

3.3.6 Employees and employment in state and private companies (age, education, security of employment)

Some question in the anxiety were focused on the issue of employees. One of them was related to employees age.

'In a private company the average age of employees is 37 years. What is the average age of employees in the state enterprise in the same industry and the same city?'

The average age of state company employees in respondents' opinion is 43 years old. The median of age is 42 years old. The following diagram presents distribution of interviewees' answers. The most significant part of the study participants (33%) indicated age from the interval from 43 to 45 years old. Other achieved results are as follows: 20% of answers was age from 40 to 42 years old, 15% of respondents reckon that ages of state company' employees is from 50 to 55 years old, 13% of indication concerned numbers from 46 to 48 years old, slightly less (12%) responses is age from 35 to 37 years old and the small part of interviewees indicated numbers from 29 to 32 years old.

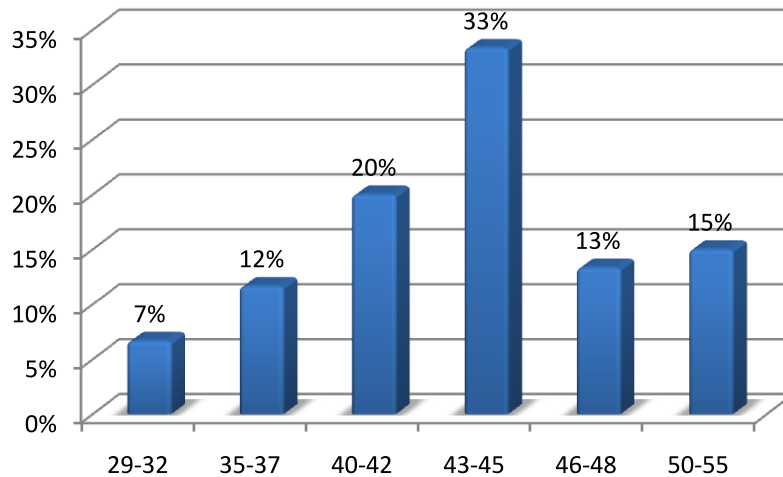


Fig. 63 Respondents' answer - Employees age in state company

In addition to women's opinion on average age of employees in the state enterprise the mean score was 43 years (95% confidence interval 27.74 – 58.84). On the other hand, the men's average score was also 43 years (95% confidence interval 26.89 – 59.11). According to the Student's t-test result $t = 0.12$ ($df = 56$; $p\text{-value} > 0.05$) mean results gathered from women and men are equal.

The second question in terms of employees is level of education. Respondents were asked to divide in accordance with their opinion 100 points (as %) to 3 education level: Higher education, Secondary education and Vocational education.

'The level of education of state employees are as follows: employees with higher education 20% of workers, secondary education 35%, vocational education 45%. How is the education level distribution in a private company?'

Gathered data showed that in interviewees' opinion 41% of employees in private company have higher education – which is twice more than in state company according to information provided in the question. The secondary education level in private company achieved 33% of indication – 2% less than in state enterprise. The study participants reckon that vocational education level in private company employees is characterized to 26% of workers. This is almost twice less than in the state firm.

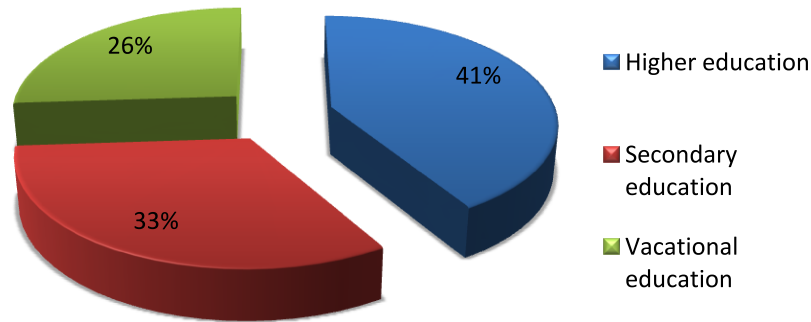


Fig. 64 Respondents' answer – education level in state company

According to women's indications the mean score for higher education was 45.68% of employees (95% confidence interval 29.06 – 62.06). The average evaluation of men was 36.69% of workforce (95% confidence interval 23.59 – 49.79). Conducted Student's t-test result was $t = 1.98$ ($df = 56$; $p\text{-value} > 0.05$) proved there is similarity of opinion in both group of the study participants.

In case of secondary education women's average grade was 29.23% (95% confidence interval 29.06 – 62.06). The mean evaluation of men was 36.31% of workforce (95% confidence interval 23.39 – 49.23). Conducted Student's t-test result was $t = 2.57$ ($df = 56$; $p\text{-value} < 0.05$) proved there is significant difference in presented averages results.

Female interviewees graded the vocational education with average score 25.10% (95% confidence interval 17.65 – 32.55). The mean evaluation of men was 27.00% of workforce (95% confidence interval 18.53 – 35.47). Conducted Student's t-test result was $t = 0.36$ ($df = 56$; $p\text{-value} > 0.05$) proved there is match in respondents' opinion.

The aim of the question below was to learn interviewees' thoughts on certainty of employment in state and private companies, salary height and potential correlation between this two factors.

'If the security of employment in a state company is high - at the level 8 points (out of 10), and the average salary is 3200 PLN (gross), how high should be the salary in a private company in which a sense of job security was rated on 5 points?'

Also, it allows to confirm the reliability of respondents' answer provided in presented above data.

The distribution of respondents' answer given to this question is presented on the following graph. The majority of interviewees (37% of indications) decided that the salary in private companies is within the range from 2501 to 3500 PLN. The second significant group of responses – 33% indicated higher salary rate from 3501 to 4500 PLN. The following 18% of responses is interviewees opinion that private enterprises employees earn from 1500 to 2500 PLN. 10% of answers can be found in the range between 4501 and 5500 PLN. Only 2% of the study participants consider private companies employees salary to be higher than 5501 PLN.

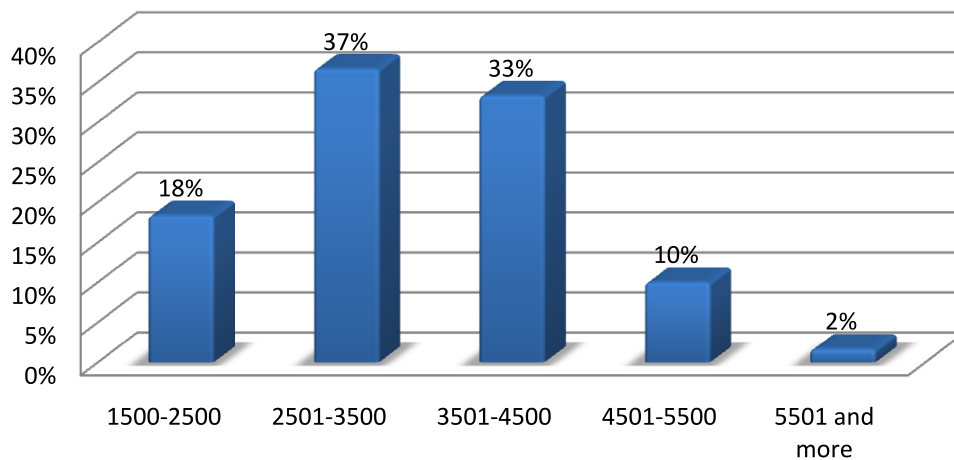


Fig. 65 Security of employment vs. salary height – distribution of respondents answer – histogram.

The average salary height in private firms according to respondents' answer is 3 398 PLN and the median 2 850 PLN. In accordance to female' mean grade – 3 492 PLN (95% confidence interval 1935 – 5 049) and men's 3 303 PLN average (95% confidence interval 1 729 – 4 878) Student's t-test result 0.72 (df = 58; p-value > 0.05) confirmed similar attitude to this issue. The expected result of this question was 2 000 PLN in addition to lower level of security. Surprisingly respondents estimated that private companies are likely to pay higher wages, probably because of the employment insecurity. Nevertheless, accordingly to data 3 points of security are worth only 198 PLN.

3.3.7 Respondents attitude to state and private investors

To learn the study participants opinion on potential investor intentions the following question was provided.

‘Company A was taken over by a private investor, who conducted the renovation of buildings,, employees training and raised the company share capital with 100 000 PLN. How high would be the level of recapitalization if the owner would be state?’

According to respondents’ answer the average height of recapitalization by the state investor was 68 646 PLN. While the median was 50 000 PLN. The graph presented below allows to analyze all interviewees responses. The most significant group of respondents (28%) consider that the state investor would invest from 0 to 10 000 PLN in newly acquired company. It is important to present that every fourth (25% of respondents) predicted that the state investor will not invest any financial resources as recapitalization – they indicated 0 as an answer. The following group of interviewees (22%) pointed out as the answer numbers from interval 12 000 – 25 000 PLN. Slightly less - 21% of the study participants believes that the state investor will recapitalize the company with amount of 30 000 – 50 000 PLN. According to opinion of 14% of respondents the height of recapitalization will be from 70 000 to 100 000 PLN. Amounts from 120 000 to 200 000 PLN were indicated by 10% of interviewees. The last 5% of responses considered financial support from 400 000 to 600 000 PLN. The distribution of all responses is presented on the diagram below. It can be easily notice that the higher the number of recapitalization the lower the number of indications.

In case of women’s indications the mean score was 60 810 PLN (95% confidence interval 33 627 – 87 993). The average evaluation of men was 76 482 PLN (95% confidence interval 56 138 – 158 896). Conducted Student’s t-test result was $t = 0.55$ ($df = 56$; $p\text{-value} > 0.05$) proved the similarity of opinion in both group of the study participants.

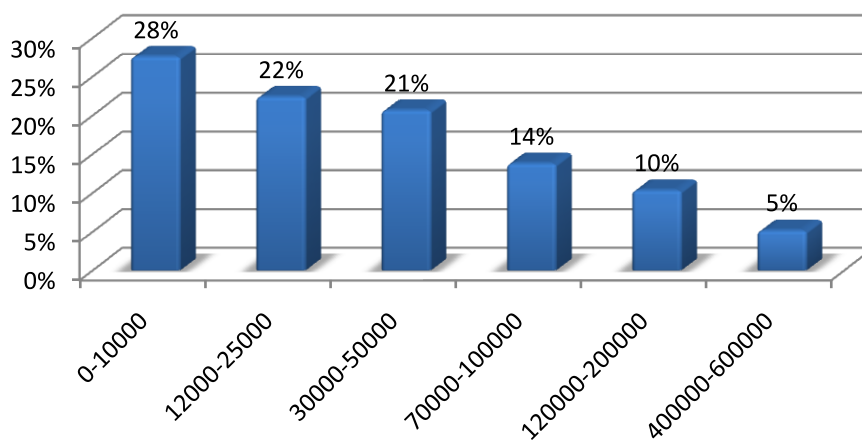


Fig. 66 Respondents’ answer – predictions on recapitalization by state owner

3.3.8 Employment determinants

The last of raised issues in the questionnaire was an importance of provided factors during the process of choosing an employer. Respondents were asked to rate: Salary height, Responsibilities, Location, Activities, Condition, Adjustment for education and hobby and Legal status (state/private). The graph posted below presents average score for each category. What makes it easy to notice that almost every single category has a high importance during the process of choosing an employer, apart from one – the most vital in case of this paper – legal status of a company (state or private).

The exact distribution of respondents' answer for each of factors are presents on following graph and some short discussions are provided.

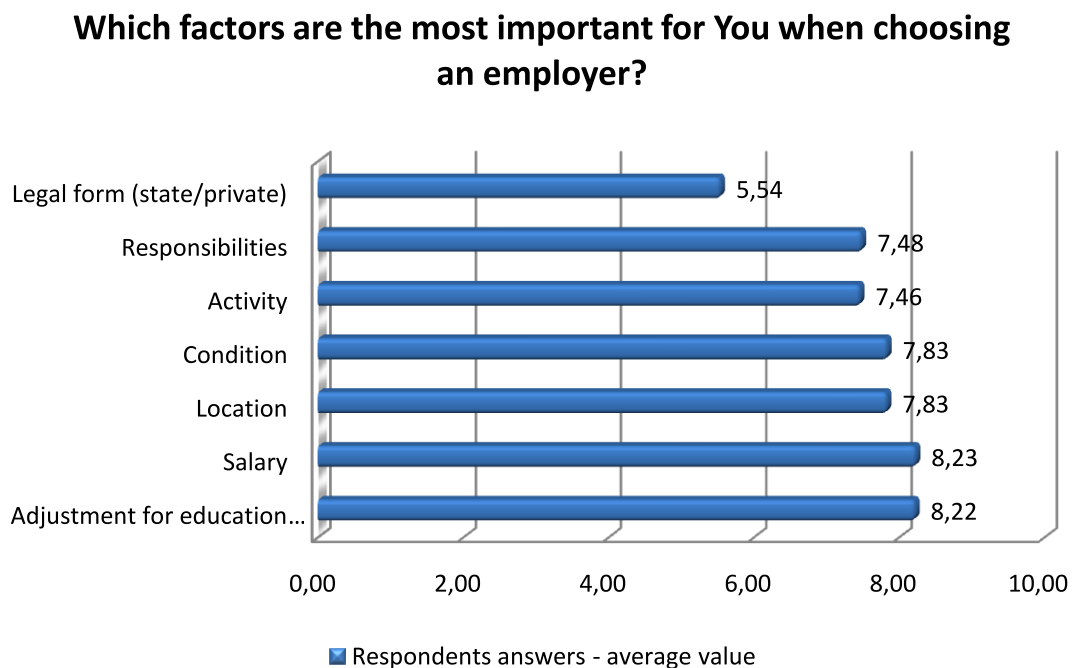


Fig. 67 Respondents' answer to The question: 'What factors are the most important for You when choosing an employer?' – average scores

Two the most important factors (as both received the same average score 8.23 points) are Salary and Adjustment for education and hobby.

In case of a salary the significant part of respondents (33%) graded this factor with 10 points – admitting that it is the most vital feature. For 20%, 17% and 13% of respondents it is also very important aspect of potential work as they indicated in sequence 8, 9 and 7 points.

The medium importance of this factor was evaluated by 17% of interviewees who picked out answers from 4 to 6 points.

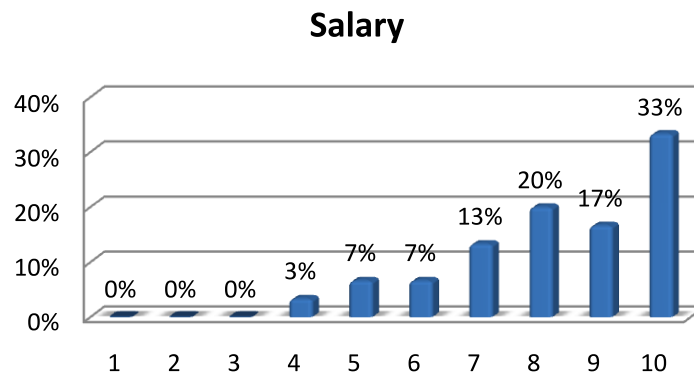


Fig. 68 'What factors are the most important for You when choosing an employer?' – respondents' answer to category 'Salary'

In addition to women's grades the mean score in case of Salary was 8.19 points (95% confidence interval 7.19 – 9.20). While the men's average score was 8.28 points (95% confidence interval 7.60 – 8.95). Both results were slightly lower than the general average. Nevertheless, according to the Student's t-test result $t = 0.45$ ($df = 58$; $p\text{-value} > 0.05$) mean results gathered from women and men are equal.

Respondents admitted the high importance of education and hobby match to work position. For 30% of interviewees such adjustment is crucial in choosing a place of work. Following 20%, 25% and 12% indicated very high importance of this factor by picking out in sequence answers 9, 8 and 7 points. The medium scores from 4 to 6 points were answers of 11% of the study participants. The average score achieved by this factor was 8.22 points.

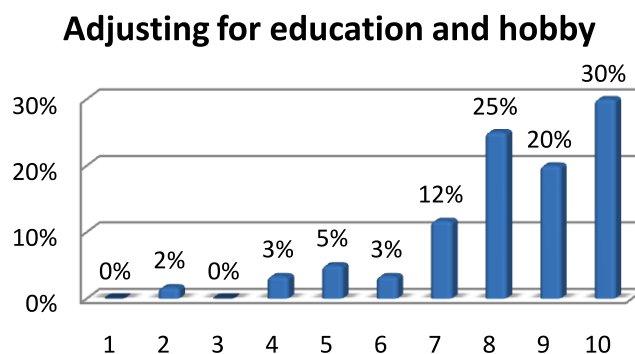


Fig. 69 'What factors are the most important for You when choosing an employer?' – respondents' answer to category 'Adjusting for education and hobby'

The mean score achieved from women’s responses in addition to *Adjustment for education and hobby* was 8.35 points (95% confidence interval 7.36 – 9.35). On the other hand men’s answers gave 8.10 points average (95% confidence interval 7.36 – 8.84). To compare the similarity of gathered data the Student’s t-test was used. Its result was $t = 0.60$ ($df = 58$; $p\text{-value} > 0.05$) proving the there is similarity in women and men opinions.

In respondents’ opinion a *location of company* also matters. The average score received by this factor is 7.83 points. The highest answer 10 points was indicated by 27% of respondents. In view of next 51% of interviewees this feature is important as answers chosen by them were from the interval from 7 to 9 points. For the last 19% the importance of this factor is medium (answers from 4 to 6 points).

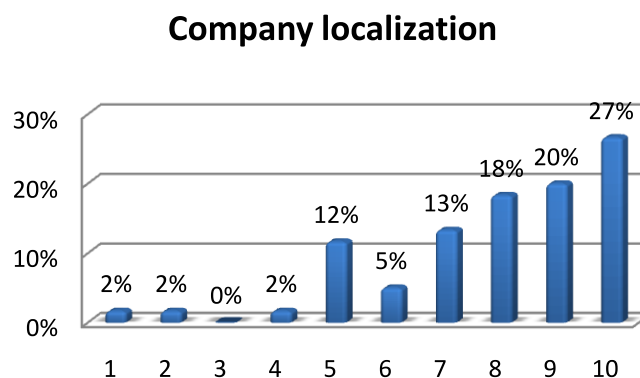


Fig. 70 ‘What factors are the most important for You when choosing an employer?’ – respondents’ answer to category ‘Company’ localization

Company localization according to females responses gathered mean grade 7.83 points (95% confidence interval 6.98 – 8.67). Men decided by their answers to rank this category with average 7.83 points (95% confidence interval 6.98 – 8.67). Student’s t-test end result was $t = 0.12$ ($df = 58$; $p\text{-value} > 0.05$). Interviewees share similar opinion.

As the *security of employment* is important for lots of workers a company condition has been evaluated by respondents as one of factors. In opinion of 28% this category deserved the highest possible answer – 10 points. Following 47% of interviewees also decided to distinguish this factor as highly important by indicating as answers numbers from 7 to 9 points. Next 21% of surveyed pay medium attention to company’ situation as they picked out

answers from the interval from 4 to 6 points. Only 4% of the study participants consider company' condition as not relevant. All responses generated the average score 7.83 points.

Company condition factor gained from women mean score 7.81 points (95% confidence interval 6.76 – 8.85), while from average 7.86 (95% confidence interval 7.03 – 8.70). Student's t-test result was 0.32 (df = 58; p-value > 0.05) which proved that both results are similar.

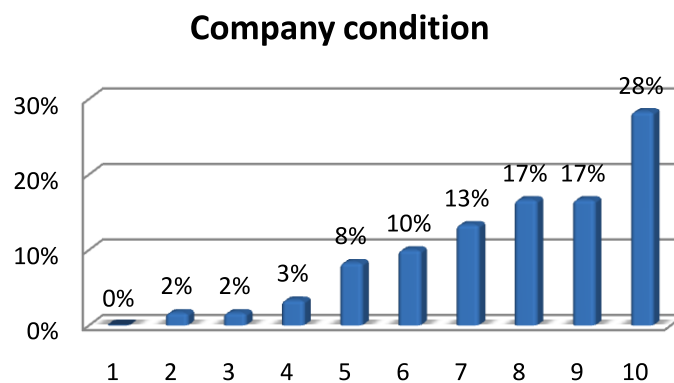


Fig. 71 'What factors are the most important for You when choosing an employer?' – respondents' answer to category 'Company condition'

The ranking position of the factor *Responsibilities* is also high in addition to received by this category average score which was 7.48. A quarter of respondents indicated the 10 points answer as it has a enormous impact on their decision while choosing an employer. For 40% of interviewees importance of responsibilities is high as they picked out numbers from 7 to 9 points. The medium value of this category was indicated by 30% of surveyed. While only 5% of the study participants found it not relevant.

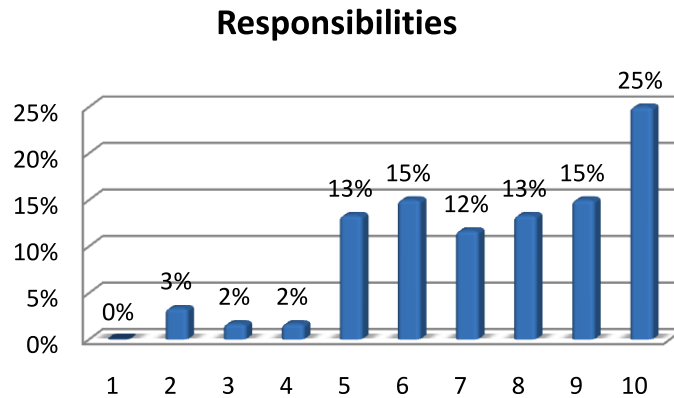


Fig. 72 'What factors are the most important for You when choosing an employer?' – respondents' answer to category 'Responsibilities'

The mean score achieved from women's responses in addition to *Responsibilities* was 7.45 points (95% confidence interval 6.34 – 8.56). On the other hand men's answers gave 7.52 points average (95% confidence interval 6.54 – 8.49). To compare the similarity of gathered data the Student's t-test was used. Its result was $t = 0.36$ ($df = 58$; $p\text{-value} > 0.05$) proving the there is similarity in women and men opinions.

The average score for company' activity generated by respondents' answer 7.46 points. In interviewees opinion this category has a high influence on their decision while choosing the future employer. 23% of surveyed graded this factor with the highest score – 10 points. Next 48% of interviewees responded with answers included in the range from 7 to 9 points. Following 20% declared the medium importance of this factor by picking out answers from 4 to 6 points. The last 8% of the study participants consider this factor not important as their indications were scores from 1 to 3 points.

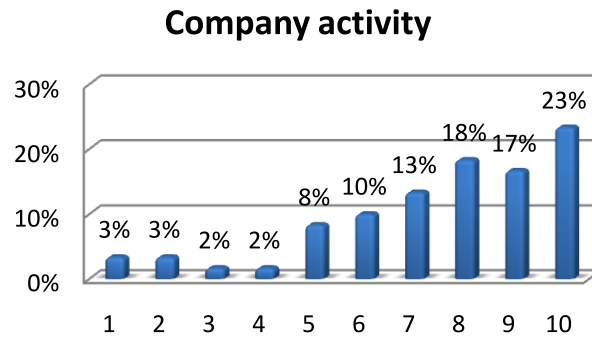


Fig. 73 'What factors are the most important for You when choosing an employer?' – respondents' answer to category 'Company activity'

Females interviewees answers in case of Company activity gave the average score 7.55 points (95% confidence interval 6.46 – 8.64). While the mean score based on men's responses was 7.38 points (95% confidence interval 6.35 – 8.41). Comparison of this two scores using Student's t-test showed no difference between both groups' opinions, as the result was $t = 0.05$ ($df = 56$; $p\text{-value} > 0.05$).

It is vital to notice that according to the subject of this paper it was a significant matter to learn interviewees attitude to legal status of a company. Whether its importance during the process of employer choosing is high or not.

The following graph presents distribution of respondents' answer regarding to the Legal status of the potential employer.

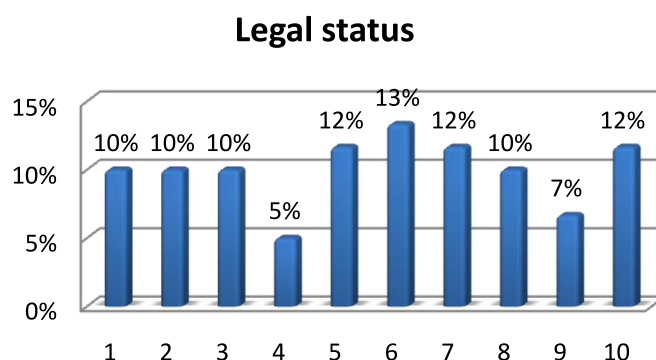


Fig. 74 'What factors are the most important for You when choosing an employer?' – respondents' answer to category 'Legal status (state or private)'

In addition to gathered data the average score received by this factor is the lowest of all (5.54 points). Which mean that respondents consider the legal status of the company as one of the last factors. Only for 12% of respondents it is the most significant category while picking out a potential place of work. For next 25% of interviewees the importance is also high (indication from 7 to 9 points). Nevertheless, 30% of the study participants consider it to have a medium value (answers from 4 to 6 points). The last 30% of responses were indications of numbers from 1 to 3 points presenting low meaning of the legal status of the company.

Females interviewees answers in case of Legal status of enterprise gave the average score 6.16 points (95% confidence interval 4.70 – 7.63). While the mean score based on men’s responses was 4.93 points (95% confidence interval 2.79 – 7.07). Comparison of this two scores using Student’s t-test showed no difference between both groups opinion, as the result was $t = 1.73$ ($df = 56$; $p\text{-value} > 0.05$).

3.4 Respondents reliability – correlation charts

3.4.1. Dismissals vs. employees as a privatization losers

The chart presented below shows strong positive correlation between respondents’ indications in case of Dismissals, as very often one of the first decisions of the new company owner, and Employees as group of interest which loose during the privatization process. The value of the coefficient of determination is 0.94 point. ($r = 0.97$, $N = 59$, $p < 0.0001$).

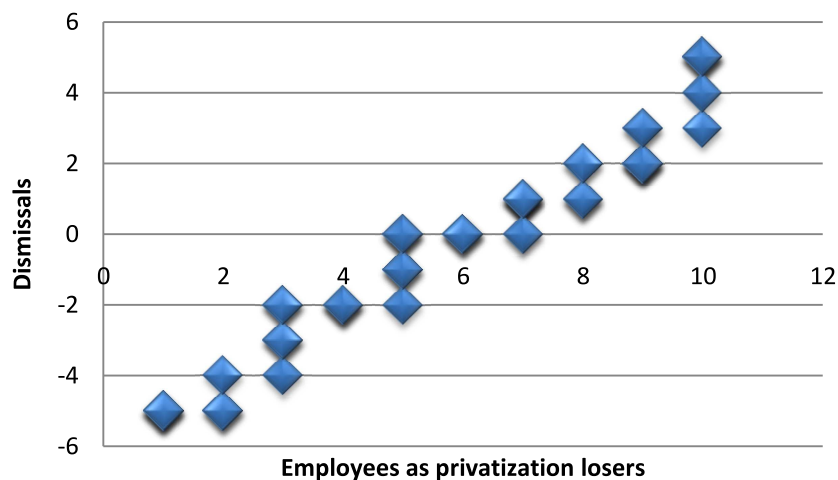


Fig. 75 Correlation chart – dismissals vs. employees as a privatization losers

It was vital to present correlation between respondents indication in two different questions. It allows to assume the reliability of respondents and confirm similarities in their answers.

3.4.2 Salary in private companies vs. Salary in private company respondents expectation

To learn respondents' opinions in addition to salaries height in private enterprises interviewees were asked to evaluate them on scale from 1 to 10 points. One of the following question considered the issue of respondents expectation to wage level in private companies. The result of conducted analysis showed a strong positive correlation between this two groups of respondents' indications ($r = 0.97$, $N = 59$, $p < 0.0001$).

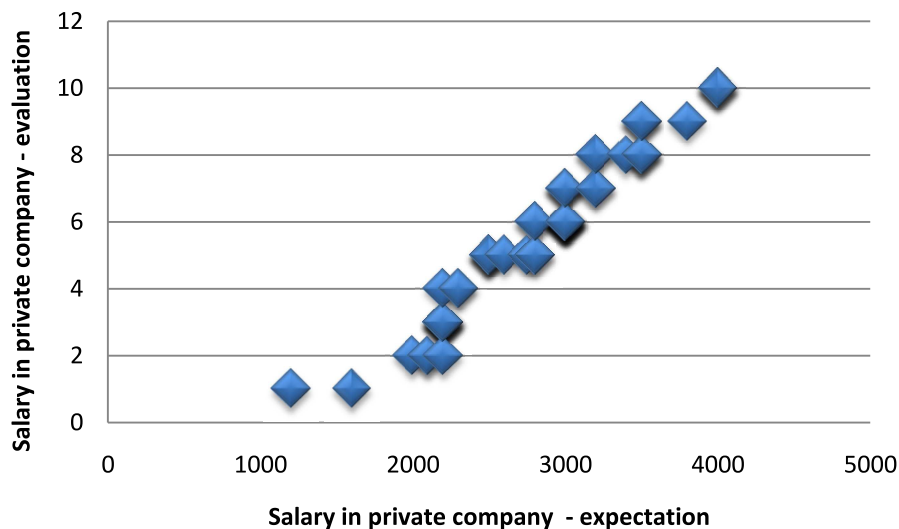


Fig. 76 Correlation chart – Salary in private companies (respondents evaluation) vs. Salary in private company (respondents expectation)

3.4.3 State and private companies salary height (respondents' indications) vs. Importance of salary as determinant of employment

Gathered data allow to compare respondents' answer in reference to the most important factor of employment (which was salary height) and perception of wage levels in state and private companies. To compare achieved data Pearson test was conducted. Its results are presented on following graphs as correlation charts.

According to respondents' answer and Pearson correlation test result there is a strong positive parallelism between respondents' opinion of state companies salary height and importance of salary during the process of employer choosing ($r = 0.98, N = 59, p < 0.0001$).

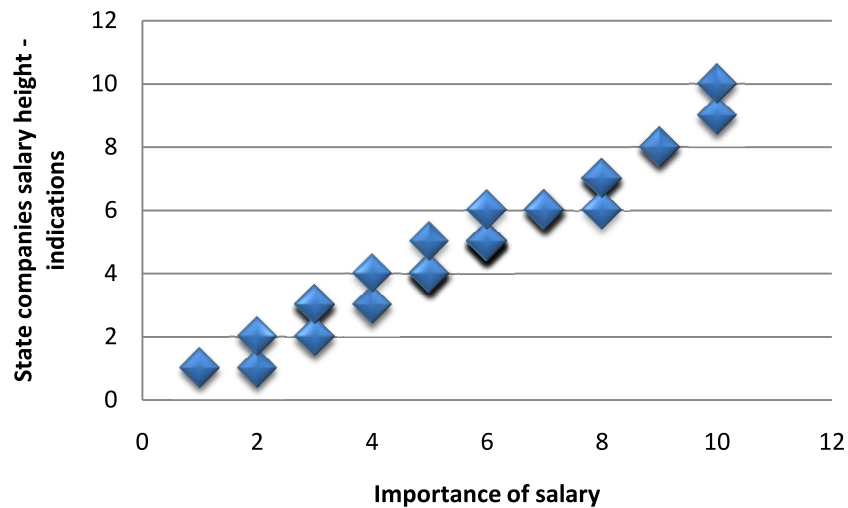


Fig. 77 Correlation chart – State companies salary height (respondents indication) vs. Importance of salary as determinant of employment

As the salary level was the most important determinant of employment, according to respondents' opinions, it was also vital to compare them with interviewees indications in case of private companies wage height. The score achieved by conducting Pearson Correlation test presented a strong positive correlation ($r = 0.94, N = 59, p < 0.0001$).

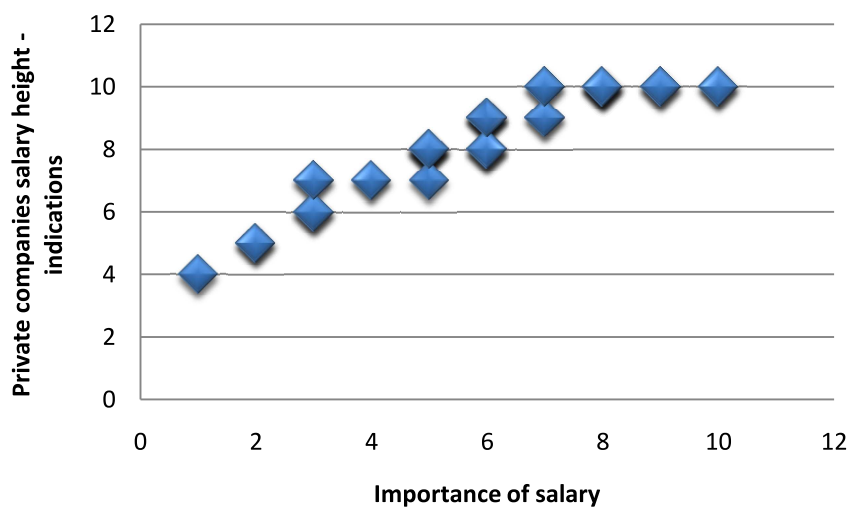


Fig. 78 Correlation chart – Private companies salary height (respondents indication) vs. Importance of salary as determinant of employment

In both cases the correlation between salary height and its importance was strong. Nevertheless, it is significant to mention that respondents recognized private entrepreneurs as the better-paying employers, according to perception of salary height in private companies.

4TH CHAPTER

RESEARCH ANALYSIS COMPARISON

In this chapter main topics related to privatization are discussed based on past and current society' attitude to ownership transformation process. To readers attention will be brought issues like: approach to the privatization process, association to the ownership transformation, relationship and atmosphere in privatized companies, salary height and problem of foreign investors.

After more than two decades of privatization in Poland the general attitude is dominated by belief that privatization was needed, and the market economy is the best system for our country. However, the market economy over the years has been accepted by the society much more than privatization. Results of historical surveys indicate that a large portion of respondents imagined the existence of a free market without privatization - the opinion expressed in 2004 by 42% of respondents²⁸. At the same time, 38% of respondents were of the opinion that privatization was phenomenon and necessary way to build a market economy in Poland²⁹.

Though fairly widespread at the beginning of the transformation of thinking "market yes, privatization no", in 2004 more than half of the population (54%) expressed beliefs that in retrospect, privatization in Poland was needed, but different opinion was shared by 36% of respondents. It can be concluded that the doubts of some respondents, concerned not the essence of the privatization process, but how quickly and how privatization was carried out³⁰.

Nowadays, almost half of respondents (46%) agree with the statement that privatization was necessary to build a market economy in Poland. Every third respondent thought the opposite (35%), and nearly 20% cannot take any position according to this issue³¹.

As the confirmation of this statement the results of conducted questionnaire survey in terms of this master thesis can be presented. Even if the question of whether respondents support or not the privatization process was not asked straight (as it was one of assumption of

²⁸ PBS – „Raport z socjologicznego badania ankietowego opartego na reprezentatywnej próbie badanych dotyczący opinii Polaków na temat prywatyzacji w 2004 r. w odniesieniu do piętnastoletniego okresu przekształceń własnościowych”, Sopot, maj 2005 r. Badanie przeprowadzone na zlecenie Ministerstwa Skarbu Państwa.

²⁹ Ibidem.

³⁰ Ibidem.

³¹ Ipsos Loyalty – „Raport z badania opinii na temat prywatyzacji”, Warszawa, czerwiec 2013 r. Badanie zleczone przez Ministerstwo Skarbu Państwa, przeprowadzone w dniach od 25 do 29 maja 2013 r. na reprezentatywnej próbie 1009 dorosłych respondentów mieszkających w Polsce.

this work), it is easy to recognize and understand interviewees' approach to this matter. Especially by analyzing answers to questions provided as short case studies, in which the legal status of ownership was the one and only thing, which could determine respondents' indications.

	Mean scores	
	Private	State
a) Expectation of salary according to security of employment in private enterprise	3 496 PLN	3 200 PLN
b) Salary which convinces respondents to start working in a private company	2816 PLN	2 200 PLN
c) Expected R&D investment	6.6%	3%
d) Certainty of employment in case of salary	5 points	5.97 points
e) Salary which would convince respondents to start working in a state company	2 500 PLN	2 300 PLN

Tab. 2 Comparisons of respondents' answer – short case studies scores. NOTE: bold numbers are mean scores of respondents' answer, other numbers were given in questions

Analysis of provided case studies allows to present the following statement:

- a) In respondents' opinion private enterprises offer higher earnings (up by 295.83 PLN) with lower security of employment
- b) Higher interviewees expectation to private companies in term of salary which would convince them to start employment (up by 615.83 PLN)
- c) Respondents belief of higher private companies investments in research and development activities
- d) Higher certainty of employment in state firms with lower salary
- e) Lower (when compared with point b) expectation to state companies in addition to salary – as the difference between respondents' indications and provided sum of salary in state company was only 200 PLN (415.83 PLN discrepancy)

In four out of five provided situations private companies were seen as more competitive. The only advantage of state companies is security of employment.

In addition to historical data and recently gathered respondents' opinion it was possible to present similarities, differences and changes in society opinion on state and private companies. Areas which were analyzed are as follow: better products and service, better management, better competitiveness, higher investment and faster development, influence on economy, employees development and guarantee of employment. It is necessary to adopt certain assumption to compare different surveys results. The category Better management in case of recent data should be understood as Low operation cost. The similar situation may be referred to categories Influence on economy development understood as High employees performance.

The following table was created out of three previously presented graphs (see fig. 4, 22 and 32). From both historic and recent data one of two companies (state or private) was chosen in addition to achieved percentage value of indications.

	Historical data	Recent data
Better products, better service	State	Private
Better management	State	Private
Better competitiveness	Private	Private
Higher investments and faster development	Private	Private
Influence on economy development	Private	Private
Employees development	Private	Private
Guarantee of employment	Private	State

Tab. 3 Historical and recent data comparison

As it can be noticed, solutions in three out of seven categories have changed over years. Nowadays, the society sees private enterprises as producers of better products and services with better management style. Nevertheless, it is worth pointing out that the certainty of employment is now higher in state companies.

As the workforce is the most important source of every company this comparison had to consider employees relationships. According to result of A. Jawłowski conducted research (2001) it may be said that employees of all levels saw positive changes in relations – presented in the table below.

Relations	Executive board	Managers	Specialists	Rank-and-file employees
Have improved	24	28.1	17.6	14.4
Are good as before	60.5	53.1	46.8	51.5
Are bad as before	1	2.5	4.1	4.8
Have deteriorated	2.5	8.8	16.2	12.6
Difficult to say	8.5	6.9	15	15.7
No response	3.5	0.6	0.3	1

Tab. 4 Assessment of present relations between the management and the employees. Compared to the situation before privatization (in%)³²

Today, respondents see more negativity in privatization process in case of interpersonal relations. Interviewees evaluated very negatively relation between employees, between employees and managers and employees and the new owner. Nevertheless, there are still some areas and relation which may achieve profits according to privatization implementation.

³² A. Jawłowski, *Privatization as a social process. Analysis of employee opinions*, Instytut Studiów Politycznych Polskiej Akademii Nauk, Warszawa 2001, p. 126.

Company A has just been privatized. How do you think these relationships look now in company?

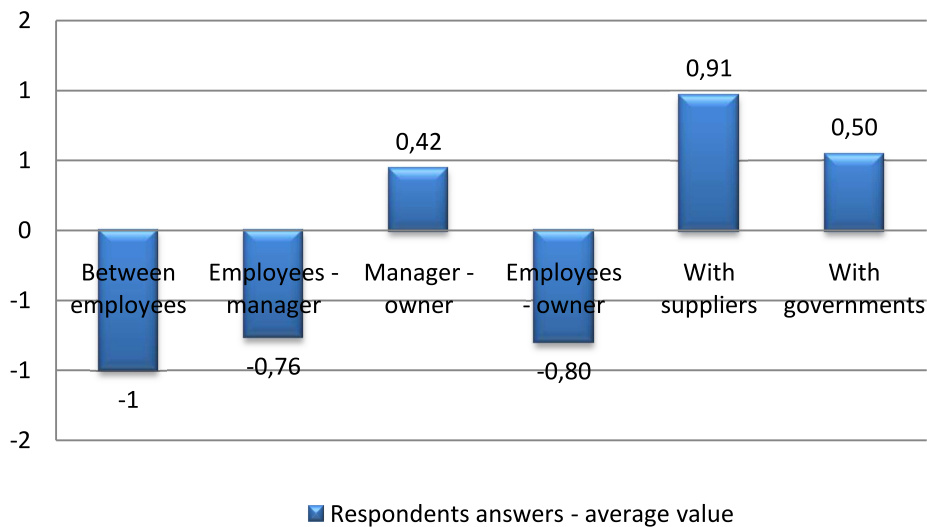
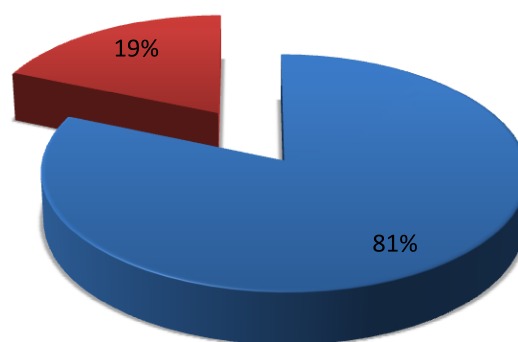


Fig. 79 Respondents' answer to question: 'Company A Has Just been privatized. How do you think these relationships look now in company?' – average scores

In addition to presented previously J. Głuszyński' research³³, concerning foreign investments in Poland, 55% of respondents were likely to admit their support. Nowadays, only 19% of interviewees consider state investors as better than private, what allow to assume facilitation of foreign investments in Poland.



■ Lower or equal to 100 000 PLN ■ Higher than 100 000 PLN

Fig. 80 Potential investment height of state and private investor

³³ J. Głuszyński, *Opinie Polaków o Prywatyzacji*, p.2. Source: http://pentor-arch.tnsglobal.pl/upload_module/wysiwyg/publikacje/2005/artykuly/listopad/Microsoft%20Word%20-%20OPINIE%20POLAKOW%20-%20PRYWATYZACJI-2.pdf

It is important to brought to reader' attention the fact that nowadays society consider possibility of rise in salary in newly privatized company, as not as likely as, it was previously.

A study by A. Jawłowski examined three groups of employees: manager, specialists and rank-and-file employees. According to managers answers the level of salary increased in 86.9% of cases. Nevertheless, the highest positive difference was noticed by specialist as the percentage number of answers was 87.3%. Even if rank-and-file employees indicated the smallest number of positive change still 81.3% of them see increase in the salary height.

Examination conducted in this studies showed that society recognized level of salary in private companies as lower than in state ones. Respondents evaluated the category *High earnings* with average score 5.75 points (on a scale from 1 to 10 points), while wage height in state companies was scored with mean 6.18 points on the same scale.

5TH CHAPTER

DISCUSSION AND CONCLUSION

The aim of this work was to research society opinion on privatization, its process and issues characterized to ownership transformation. The analysis of the gathered results allowed to draw discussion and conclusion on the four hypothesis presented at the very beginning of this work.

5.1 Hypothesis 1: The legal status of a company determines society's perception

Based on data obtained the first hypothesis must be confirmed. The legal status determines society' perception of a company. The rationale for this thesis are respondents' indications and answers. The table provided below presents nine categories evaluated by interviewees – differences in 8 out of 9 pairs are statistically significant, and accordingly to average scores of all categories – six of them are in favor of private enterprises.

	Average stores gathered from respondents' answer		Statistically significant difference
	State companies	Private companies	
Development	3.84 points	7.31 points	YES
Competitive prices	5.45 points	6.96 points	YES
Innovative	4.49 points	7.43 points	YES
High products quality	5.37 points	6.77 points	YES
Low operation costs	4.83 points	6.10 points	YES
Permanent employment	9.13 points	4.35 points	YES
High employees	5.02 points	7 points	YES

performance			
Work without stress	8.45 points	3.56 points	YES
High earnings	6.18 points	5.76 points	NO

Tab. 5 Comparisons of state and private companies according to respondents' opinions. NOTE: the bold answers are the better ones.

What is important, is the fact that this respondents' opinions were reflected on all indicated answers. As it was presented in the Table 2. *Comparisons of respondents' answer – short case studies scores* and the Table 3. *Historical and recent data comparison* in terms of salaries, competitiveness, investments, development, products and service quality private companies always were perceived as better ones by society. Nowadays, even more people see advantages of privatization process and private companies operation on the free market. Referring to achieved data the next hypothesis was also confirmed.

5.2 Hypothesis 2: The attitude to the privatization has changed positively in recent years

With reference to J. Głuszyński' research analysis, presented in previous chapters of this paper, in which 43% of respondents admitted that they do not support privatization it can be said that Poles attitude to privatization has changed positively. Society' negative beliefs were focused on the conviction that private owner will surely dismiss the majority of workforce or even lead a company to its liquidation. What is more, society was convinced that private investors are trying to take advantage of their employees and offer them not satisfying and hard work conditions. The biggest difference in society approach to privatization process can be seen by analyzing the following graph.

Company A has just been privatized. What will be the first decisions of the new owner?

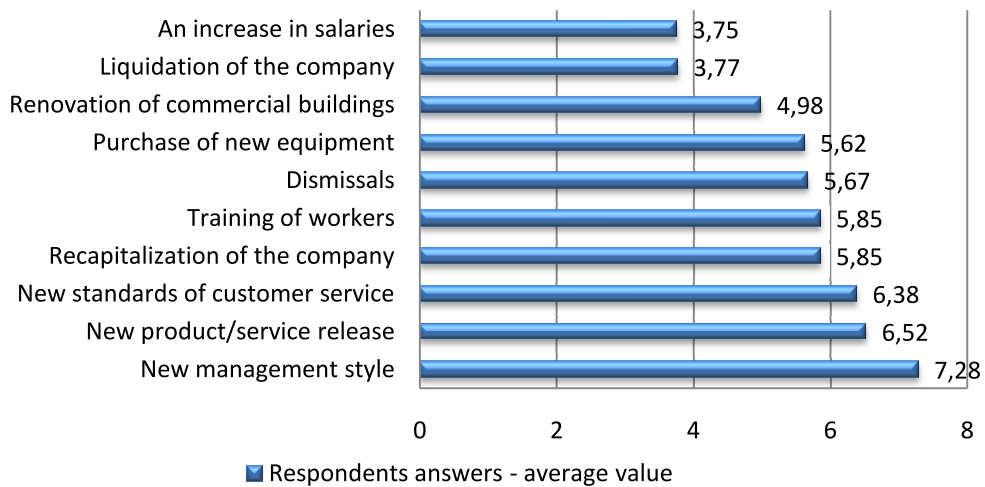


Fig. 81 Respondents' answer to question: 'Company A has just been privatized. What will be the first decisions of the new owner?' - average scores

Nowadays, accordingly to gathered data society recognize much more positive sides of private companies. Avoiding the simple question, whether respondents support or do not the privatization process, interviewees were asked to point out which of provided actions are the most likely to happened first after the ownership transformation. Assuming that surveyed will grade positive or negative actions with higher scores and at the same time subconsciously will indicate their approach.

As it can be seen respondents are convinced that the private owner will introduce the new management style. What is more, respondents of this survey have indicated that private companies are characterized by low operation costs – surely achieved by good management. The following actions in interviewees opinion will be positive associated with launch of new standards of customers service, new product release, recapitalization of the company and such.

It is important in term of privatization process that old clichés are not longer valid. Respondents decided that Dismissals and Liquidation of the company will not be one of the very first actions taken. Information gathered from interviewees show positive attitude to privatization – as their indications are focused at the first place on positive actions which achieved higher average grades.

Respondents evaluate positively potential private investor actions. All of them may become a reason of company development which will transfer to market. Such assumption allows to support the next of hypothesis tested in this paper.

5.3 Hypothesis 3: The privatization process is considered to stimulate market growth

By applying the assumption that the market success follows good condition of companies the third hypothesis tested in this thesis can be graded positively.

Referring to question in which respondents had to decide how market upturn or downturn will affect state and private companies interesting dependence was discovered. The following graph present how interviewees perceived state and private enterprises ability to take advantage of market opportunities and to overcome difficulties.

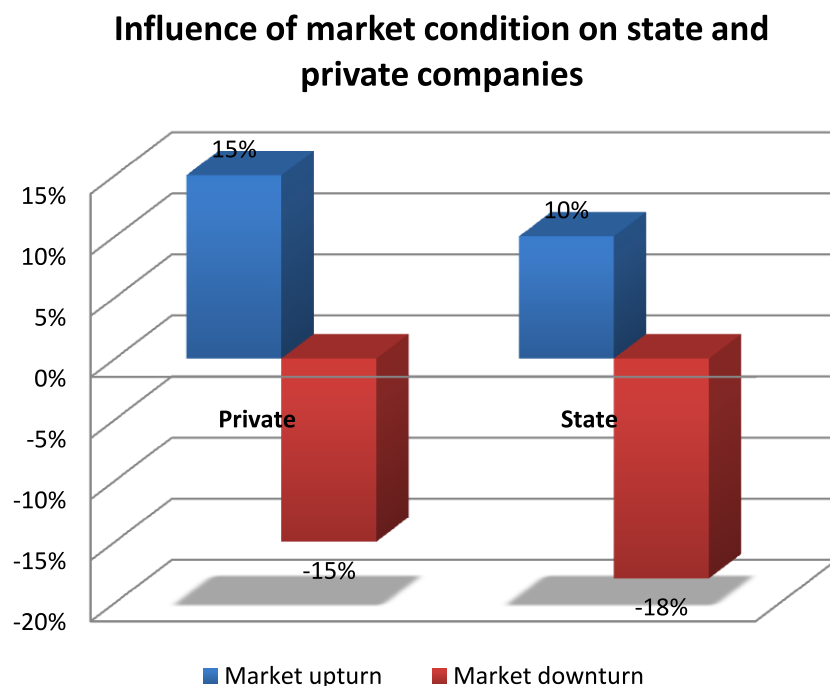


Fig. 82 Influence of market condition on state and private companies

In times of market upturn accordingly to respondents' opinions the state company will generate 10% profit more, while the private company will achieve 15% increase in sales. On the other hand, during market downturn the private company will lose 15% of its increase. But at the state one sales will decrease 18%.

According to respondents' answer it can be inferred that society believes that private companies are more likely to adapt to market conditions. Such ability in term of crisis may decide of company' future and may influence the whole market.

Positive private companies influence on the market was indicated by interviewees also by higher private investor sum of company' recapitalization, positive actions taken after privatization process, private firm characteristics (innovative, development, high quality products and service, etc.) and all indication which showed superiority of private firms over state companies.

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APPENDIX

The questionnaire used to gather data is enclosed below.

Szanowni Państwo!

Zwracam się z prośbą o wypełnienie kwestionariusza ankiety, którego celem jest poznanie Państwa opinii nt. procesu prywatyzacji. Ankieta jest anonimowa, a jej wyniki będą stanowiły podstawę mojej pracy magisterskiej. Wypełnienie ankiety powinno zająć Państwu około 10 – 15minut.

Bardzo dziękuję za poświęcony czas!

1. Jak Pana/-i zdaniem prywatyzacja przedsiębiorstw wpływa na codzienne życie?

Proszę ocenić jakie zmiany Pana/-i zdaniem mogą wynikać z procesu prywatyzacji spółek w wymienionych poniżej kategoriach.

Możesz udzielić jednej odpowiedzi w wierszu

	Zmiany pozytywne	Zmiany negatywne
Ceny produktów	<input type="radio"/>	<input type="radio"/>
Jakość produktów	<input type="radio"/>	<input type="radio"/>
Znalezienie pracy	<input type="radio"/>	<input type="radio"/>
Konkurencja na rynku	<input type="radio"/>	<input type="radio"/>
Innowacyjność przedsiębiorstw	<input type="radio"/>	<input type="radio"/>
Wysokość zarobków	<input type="radio"/>	<input type="radio"/>
Dostępność produktów	<input type="radio"/>	<input type="radio"/>
Jakość obsługi klienta	<input type="radio"/>	<input type="radio"/>
Rozwój gospodarczy	<input type="radio"/>	<input type="radio"/>
Poziom inwestycji	<input type="radio"/>	<input type="radio"/>

2. Jak trafnie Pana/-i zdaniem wymienione poniżej kategorie opisują przedsiębiorstwo państwowe?

Proszę ocenić w skali od 0 do 10 (przy czym 0 oznacza, że nie pasuje w ogóle, a 10 - pasuje doskonale).

Możesz udzielić jednej odpowiedzi w wierszu

	1	2	3	4	5	6	7	8	9	10
Rozwijająca się	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Konkurencyjne ceny	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innowacyjna	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wysoka jakość produktów	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Niskie koszty działalności	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stale zatrudnienie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wysoka wydajność pracowników	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bezstresowa praca	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wysokie zarobki	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. Jeżeli poczucie pewności zatrudnienia (etatu) w spółce państwowej jest wysokie - na poziomie 8 punktów (na 10 możliwych), a średnie wynagrodzenie wynosi 3200 zł brutto, to jakie Pana/-i zdaniem powinno być wynagrodzenie w prywatnej spółce, w której poczucie pewności zatrudnienia zostało ocenione na 5 pkt.?

4. Przedsiębiorstwo A właśnie zostało sprywatyzowane. Czego będą dotyczyć Pana/-i zdaniem pierwsze decyzje nowego właściciela?

Proszę ocenić prawdopodobieństwo wystąpienia poniższych sytuacji w skali od 0 do 10 (przy czym 0 oznacza - nie wystąpią w ogóle, a 10 - wystąpią na pewno).

Możesz udzielić jednej odpowiedzi w wierszu

	1	2	3	4	5	6	7	8	9	10
Dokapitalizowanie firmy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Remont budynków użytkowych	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Szkolenie pracowników	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Likwidacja firmy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Liczne zwolnienia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wdrożenie nowego stylu zarządzania	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wprowadzenie nowego produktu/usługi	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Zakup nowego sprzętu	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wzrost wynagrodzeń pracowników	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wprowadzenie nowych standardów obsługi klienta	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. Kto Pana/-i zdaniem ponosi starty, a kto osiąga korzyści w procesie prywatyzacji?

Proszę ocenić każdą z poniższych grup w skali od -5 do +5 (przy czym -5 oznacza - traci bardzo dużo, 0 – sytuacja bez zmian, natomiast +5 - zyskuje bardzo dużo).

Możesz udzielić jednej odpowiedzi w wierszu

	-5	-4	-3	-2	-1	0	1	2	3	4	5
Skarb Państwa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nowy właściciel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pracownicy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Związki zawodowe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Samorządy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. Rozważając możliwość podjęcia pracy na tym samym stanowisku w dwóch różnych przedsiębiorstwach, jakie wynagrodzenie w firmie prywatnej przekonałoby Pana/-ą do wybrania jej jako miejsca pracy, jeżeli przedsiębiorstwo państwowe oferuje miesięczne wynagrodzenie w wysokości 2200 zł (brutto). Proszę wpisać kwotę:

7. W wyniku panującej na rynku dekonunktury (kryzysu) prywatna firma A odnotowała w ostatnim roku spadek sprzedaży o 15%. Jak zmienił się Pana/-i zdaniem wynik sprzedaży państwowej firma B działającej na tym samym rynku?

Proszę wybrać jedną odpowiedź (a lub b), a następnie wpisać cyfrę.

- Sprzedaż spadła o
- Sprzedaż wzrosła o

8. W prywatnym przedsiębiorstwie średnia wieku pracowników wynosi 37 lat. Jaka Pana/-i zdaniem jest średnia wieku pracowników w przedsiębiorstwie państwowym w tej samej branży i tym samym mieście?

9. Poziom wykształcenie pracowników w spółce państwowej przedstawia się następująco: pracownicy z wyższym wykształceniem 20%, pracownicy ze średnim wykształceniem 35%, pracownicy z wykształceniem zasadniczym zawodowym 45%. Jak Pana/-i zdaniem kształtuje się poziom wykształcenia w spółce prywatnej?

Każdej odpowiedzi możesz przyporządkować od 0 do 100 punktów, suma wszystkich odpowiedzi musi się równać 100.

- Wykształcenie wyższe
- Wykształcenie średnie
- Wykształcenie zasadnicze zawodowe

10. Państwowa firma A w budżecie na nadchodzący rok przeznaczyła 3% ubiegłorocznego zysku na badania i rozwój. Jaką wartość procentową ubiegłorocznego zysku przeznaczy Pana/-i w nadchodzącym roku na działalność rozwojową firma prywatna?

11. Dzięki panującej na rynku dodatniej koniunkturze (wzrostu gospodarczego) prywatna firma A odnotowała w ostatnim roku wzrost sprzedaży o 15%. Jak zmienił się Pana/-i zdaniem wynik sprzedaży państwowej firma B działająca na tym samym rynku? Proszę wybrać jedną odpowiedź (a lub b), a następnie wpisać cyfrę.

Sprzedaż spadła o

Sprzedaż wzrosła o

12. Firma A została właśnie sprywatyzowana. Jak Pana/-i zdaniem wyglądają obecnie poniższe relacje w firmie?

Proszę ocenić w skali od -5 do +5 (przy czym -5 oznacza – pogorszyły się, 0 – są bez zmian, natomiast +5 – poprawiły się).

Możesz udzielić jednej odpowiedzi w wierszu

	-5	-4	-3	-2	-1	0	1	2	3	4	5
Relacje pomiędzy pracownikami	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relacje pracownik-menedżer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relacje menedżer-właściciel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relacje pracownik-właściciel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relacje z dostawcami	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relacje firmy z władzami samorządowymi	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. Jeżeli poczucie pewności zatrudnienia (etatu) w spółce prywatnej jest na poziomie 5 punktów (na 10 możliwych), a średnie wynagrodzenie wynosi 3200 zł brutto, to jakie Pana/-i zdaniem powinno być poczucie pewności zatrudnienia (w skali od 0 do 10) w spółce państwowej, w której średnie wynagrodzenie wynosi 2000 zł brutto?

14. Firma A została przejęta przez prywatnego inwestora, który przeprowadził remont zakupionych budynków, szkolenia pracowników oraz podniósł kapitał zakładowy o 100 000 zł. O jaką kwotę Pana/-i zdaniem podniósłby kapitał zakładowy inwestor państwowy, który przejąłby tę firmę?

15. Jak trafnie Pana/-i zdaniem wymienione poniżej kategorie opisują przedsiębiorstwo prywatne?

Proszę ocenić w skali od 0 do 10 (przy czym 0 oznacza, że nie pasuje w ogóle, a 10 pasuje doskonale).

Możesz udzielić jednej odpowiedzi w wierszu

	1	2	3	4	5	6	7	8	9	10
Rozwijająca się	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Konkurencyjne ceny	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innowacyjna	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wysoka jakość produktów	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Niskie koszty działalności	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stale zatrudnienie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wysoka wydajność pracowników	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bezstresowa praca	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wysokie zarobki	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. Rozważając możliwość podjęcia pracy na tym samym stanowisku w dwóch różnych przedsiębiorstwach, jakie wynagrodzenie w firmie państwowej przekonałoby Pana/-ą do wybrania jej jako miejsca pracy, jeżeli przedsiębiorstwo prywatne oferuje stałe zatrudnienie przy miesięcznym wynagrodzeniu 2300 zł (brutto).

Proszę wpisać kwotę:

17. Jakimi czynnikami kierował się Pan/-i lub będzie kierować się przy wyborze pracodawcy?

Proszę ocenić w skali od 0 do 10 (przy czym 0 oznacza, że czynnik ten nie ma w ogóle znaczenia, a 10 - ma największe znaczenie).

Możesz udzielić jednej odpowiedzi w wierszu

	1	2	3	4	5	6	7	8	9	10
Wysokość wynagrodzenia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lokalizacja miejsca pracy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Zakres obowiązków	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Forma prawna (prywatne/państwowe)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sytuacja przedsiębiorstwa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rodzaj działalności	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dopasowanie do wykształcenia oraz zainteresowań	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

18. Płeć

Kobieta

Mężczyzna

19. Wiek

- 18 – 25 lat
- 26 - 40 lat
- 41 – 55 lat
- 56 i więcej

20. Wykształcenie

- podstawowe
- gimnazjalne
- zasadnicze zawodowe
- średnie
- wyższe

21. Wielkość miejsca zamieszkania

- wieś
- miasto do 20 tys. mieszkańców
- miasto od 20 tys. do 100 tys. mieszkańców
- miasto pow. 100 tys. mieszkańców

22. Status zawodowy

- prowadzący własną działalność
- uczeń/student
- poszukujący prac
- pracownik firmy prywatnej
- pracownik firmy państwowej
- emeryt/rencista