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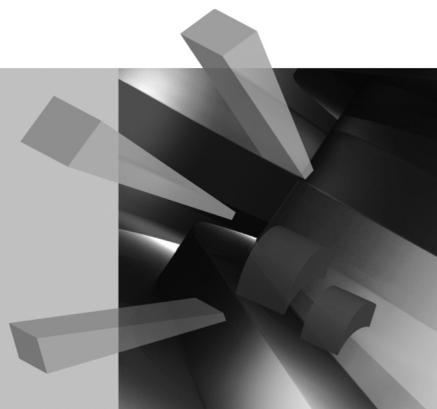
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Streszczenia

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MANAGERIAL WELL-BEING AND JOB SATISFACTION. RESEARCH RESULTS ILLUSTRATED BY THE EXAMPLE OF SELECTED COAL MINES IN UPPER SILESIA

Summary: The aim of this article is to introduce the idea of employees well-being, but above all to pay attention to the role of occupational safety and work as one of its key dimension. Research results concerning assessment of the well-being of management in mining industry will be presented. In the research, 169 managers and 995 executive employees from three Silesian[1] coal mines were surveyed. The attention was also paid to influence of organisation culture over employee well-being (assessment – Cameron and Quinn questionnaire).

Keywords: well-being, stress, organisation culture, safety.

1. Definition and meaning of well-being for employees and organisations

Employees well-being is one of the elements of social concept of a business responsibility. In practice, many organisations treat this subject as not important. However, some – especially international corporations – implement programmes "corporate wellbeing" claiming that it pays off. According to Delios [2010] not all the organisations on the global market can afford personnel policy anticipating employees well-being. Not all organisations are ready to care for their workers. The main reasons are costs which lead to the weakness of organisation competitiveness. An example is Chinese market on which in 2008 in the Guangdong province a labour law was introduced according to which all employees should be guaranteed minimum wage and compensates for costs connected with illnesses and industrial accidents. After putting it into practice, due to increasing costs, 3500 out of 5000 toys factories were closed down [Wang *et al*. 2009; after Delios 2010, p. 29]. According to Ahlstrom [2010], research studies show that organisations which ensure employees with well-

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being benefit because there are more innovations in them. Research studies were carried out in developed countries hence conclusions drawing from them can be difficult to apply on the other markets.

What is well-being of employees? It can be perceived in two ways, narrow and wide [Paliwoda-Matiolańska 2009, p. 119]. The first approach includes mainly physical well-being of an individual, and most of all fitness and health state which is connected with industrial safety issues. The second approach, the wide one, includes apart from physical well-being, mental and social well-being connected with satisfaction from important life sphere as well as happiness. "Mental well-being can be described owing to assessment of present and predicted life quality. In the dimension of social anthropology it informs us how is it going according to health, life expectancy, physical development of various social classes" [Paliwoda-Matiolańska 2009, p. 19].

Rtahem from Gallusa Institute[2] [after Robinson 2010] suggests five dimensions, which are as follows:

Well-being in the field of career – which means the time spent at work, which are daily duties.

1)   Well-being in the scope of social relations – relations with other people, the sense of being important to others.

2)   Physical dimension of well-being, – describes having good health, sufficient level of energy which allows for being functional, providing safe and healthy working conditions.

3)   Community well-being – involvement in local issues.

4)   Financial well-being – proper compensation for work, financial security.

According to Rtahem, peoples' fulfillment in each of the dimensions makes that both they and the organisations in which they work are satisfied. A lack of attention to employees well-being presents costs for both employees themselves and organisations. Every day, in the USA, the costs connected with employees' illnesses bring losses in the amount of 348 USD per one working day [Bureau of Labor Statistics 2003]. Individuals suffering the most from a low level of well-being cause losses for organisations in the amount of 28 thousand USD (yearly, *per capita*), and individuals with average well-being about six thousand USD [Robison 2010].

Social dimension of well-being has a great significance for organisations. Research studies show that it increases the level of engagement and brings profits for an organisation. It was noticed among others that individuals who have best friends at work become more often involved in work [Robison 2010]. People need relations with others. However, not all managers are positively disposed to it, when their subordinates dedicate their time to socialise at work, e.g., chatting and drinking coffee. But essentially, it increases cohesion of profession groups. One cannot forget about physical aspect of employees well-being, particularly in some business with a high

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[2] In 2011, in Gallup Wellbeing Forum, 6 million people were signed (scientists, representatives of various jobs).

risk for health and life, such as coal business. In the case of office workers, damage to their health due to stress are very high.

2. Occupational safety and work as an element of employees well-being

Occupational safety and work is one of the areas of managing human resources [Armstrong 2003, p. 738]. Armstrong claims that management does not set much store by problems of preventing accidents and care for industrial safety and work, yet care of employees' health and reducing connected with its losses is one of the duties of managers. A matter of well-being acquires significance in the context of organisational changes. These issues are raised by Turek [2007].

Data connected with occupational diseases as well as accidents are shocking. "Occupational Safety and Work inspections proved that in the year 1998 in Great Britain almost 20 millions working days were lost due to diseases connected with work done" [Armstrong 2003, p. 738]. In the USA over seven thousand fatal accidents are noted yearly [Schultz 2002, p. 403]. Moreover, it is assumed that there are 10 not registered industrial accidents per one registered, because companies are not interested in revealing them. And their willingness increases in about 4% yearly. In most cases, accidents are caused by so-called human factor. Culture set on results and fast pace of work do not always allow completing protection of employees health. In one of the research studies carried out in chemical works it was noticed that the way of perceiving the climate of an organisation correlates with accidents frequency [Schultz 2002, p. 403]. Those workers who noticed management concern for industrial safety were seldom breaking procedures [Hoffman, Stelzer 1996; after Schultz, Schultz 2002, p. 403].

3. Research results concerning the assessment of management well-being

Management of coal mines is particularly exposed to stress, especially in the mining industry, because there is great responsibility for people. Other source of stress is a lack of personnel due to liquidation of vocational schools. In order to assess the level of well-being, research studies were carried out in three Upper Silesian coal mines. For the purposes of the research, a questionnaire[3] was prepared and organisational documentation was used. Research surveyed 169[4] managers and 995[5] miners.

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[3] One part of the survey is prepared by the author, the other was the questionnaire of competing values by Quinn and Cameron.

[4] In total, 169 managers from three coal mines: No. 1 – 63 people; No. 2 – 56 people; No. 3 – 50 people. Managerial practice: 36% 6-15 years, 30% managerial practice 1st year – 5 years, 16% over 16 years, 11% up to one year).

[5] 995 miners, coal mine No 1 – 339 miners, coal mine No 2 – 334 miners, coal mine No 3 – 322.

The first part of the survey form was to assess mental well-being and involvement in work. The obtained results allow stating that most managers like their work and like going to it (78%). Every fifth manager feels indifference to going to work (19%), and only 4% do not like their work.[6] The research in the range of sense of being appreciated at work presents worse. Less then half of the group feels appreciated (47%), and 13% complain that they are not appreciated at all. Essential statistical relation between education[7] (managers with higher education feel more appreciated), and managerial practice[8] as well as size of managed team (the bigger the team, the higher the satisfaction) are presented. One of the reasons for such a state is a lack of bigger participation in managing a coal mine (22% never and 49% seldom has opportunity to participate in taking important decisions in a coal mine).

Managers are strongly connected with a team which they lead (73%) and almost all (90%) take part in integration trips and occasional meetings organised by coal mines very willingly (only 10% have no need). Certainly, it is one of the important elements of forming organisational culture. Managers perceive themselves mostly as persons open towards others, flexible, and open to changes. They claim that present and planned changes in coal mines are needed (92%). Every second manager thinks that he or she is immune to stress. However, every tenth admits he or she is not immune to stress (5% is burnt out).[9]

Managers feel great stress coming from boards, which is connected with pressure on results. They complain that from the coal mine very seldom take actions timing at the elimination of stressful factors (being overburdened with work is never eliminated 5%, seldom 48%). Actions minimizing the level of stress are seldom taken.

In the scope of a career, well-being is well assessed. Managers assess positively the opportunity to develop[10] and want to extend their knowledge. Specialist skills are developed preferably (65.1%), and skills connected with managing of human resources (32%), which is a positive phenomenon.

Another important factor which has influence over well-being of employees is organisational culture. Subculture of safety culture in coal mines is particularly important [Zohar 1980]. Work safety has here a critical dimension. The respondents assessed the level of safety as good (66.3%); sufficient (17.8%); or too low (1.2%), [11] and among the most stressful factors at work they indicated responsibility for people (69%), next hard working conditions (56%), work under pressure (49%), and afterwards technical dangers (42%). Next, there was a need for taking difficult decisions (33%) and too strict regulations (31%).

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[6] Statistically important relations either with age or practice were not observed here.

[7] With higher education 48.5%; other managers – secondary education. Pearson's chi-square $p \leq 0.05$.

[8] Those with practice of 1-5 years and over 16 years feel the most appreciated.

[9] Relation with experience, the most burn out after 16 years of managerial practice (Chi-square $p = 0.017$)

[10] Important relation with age – respondents with higher education develop willingly.

[11] Coal mines which differ according to level of risk (perceived as very very accident-prone, medium accident-prone, the least accident-prone).

In order to increase the level of safety, managers facilitate managing by clear specifying of tasks, proper job organisation, and taking appropriate measures for using dangerous work methods. The biggest stress in their job is subordinates' conduct as well as problems connected with proper job organisation. Most managers consider that the most frequent causes of taking risky behaviours by their subordinates are bad habits and customs (83%) and benefits for subordinates (e.g., carrying out a task faster – 67%). Another cause is often the lack of personnel (60%). Next, there was a need of carrying out the tasks in time (49%) and faulty tools, machines, lack of materials (55%). Therefore, it means that human factor and not technical conditions determine danger at work. Apart from social and technical factors, what plays a great role in keeping safe working conditions is the regulations and work of industrial safety services. In this case, co-operation with industrial safety services shapes on an average level, some managers (23%) claim that industrial safety services seldom help them. However, as far as regulations are concerned, half of the group claims that regulations are proper (54%). Every third thinks that regulations are too detailed (32%) and too strict (19%). Opinions on this matter are connected with experience and size of a manager team ($p \leq 0.05$ chi square). The shorter managing practice, the more strictly regulations are perceived. Managers with teams up to 50 people at the lowest level of managing, complain the most. Probably because they have to solve operational problems the most frequently.

The level of well-being is also shaped by organisational culture. Appropriate climate or organisation culture allow fullfiling many needs. And the case of mining has been always distinct. The results of the evaluation of organisational culture from Cameron and Quinn's questionnaire [Cameron, Quinn 2003] on the sample of 169 managers and 995 miners are presented in Table 1.

Table 1. Research results concerning the present and desired organisational culture

		Clan	Adhocracy	Market	Hierarchy
		Average (%)	Average (%)	Average (%)	Average (%)
Culture	Management	19.9	16.9	**32.4**	**30.6**
present	Workers	23.9	19.9	**30.4**	**25.9**
Gap (1)		*–4.0*	*–3.0*	*2.0*	*4.7*
desired	Management	**26.3**	22.6	22.8	**27.9**
	Workers	**31.3**	**24.5**	21.7	22.6
Gap (2)		–5.0	–2.1	1.1	5.3
Gap (3)	Management	–6.7	–5.6	**9.6**	2.7
Gap (4)	Workers	–7.5	-4.6	8.7	3.3
	Difference	0.8	–1.0	0.9	–0.6

Comment: Gap (1) – difference in perceiving culture by mangers and miners concerning present culture. Gap (2) – concerning desired culture. Gap (3) – difference between present and desired culture among managers. Gap (4) – difference between present and desired culture among miners.

Source: author's own elaboration on the basis of research studies' results.

In the opinion of both management and miners, market culture and hierarchy culture are dominant. The former is characterised by pressures on efficiency, for the latter high value have regulations and procedures. Management as the most desired indicates hierarchy culture, which may mean a need of serious regulations of organisation and production processes. Workers as the most desired indicate clan culture. This can mean some claims attitudes and expecting more care from boards. In the case of management, there is a big gap between present and desired culture in the area of market culture (9.6%). This means that a manager would like lower pressure on work results. Workers also expect less pressure on effectiveness, however, the gap here is a bit smaller.

Analysis of the results in six separate dimensions of culture model by Cameron and Quinn [2003][12] showed that according to managers, top management press too hard on the results and that there are too many competitive actions. It is considered that there are too few actions aiming at cohesion, participation, building up mutual trust, personal development. Complaints concern also a lot of inspections, low innovation, and originality.

The comparison of gaps between present and desired culture among workers and managers come to a conclusion that workers feel close-knit with one another, trust one another, feel pressure on results to a lesser degree. Managers have greater needs for building up confidence and loyalty in the coal mine. Generally speaking, culture match among workers is better than among management.

4. Conclusions

Having in mind different dimensions of well-being, it can be find that managers despite many threats connected with working conditions as well as pressure from boards on the general results, are satisfied with their job. They attend work eagerly and are connected with manager teams. They are open and develop willingly. However, half of them would like to be more appreciated at work. One of the causes is a lack of possibilities of bigger participation in taking decisions concerning coal mines.

Managers are still influenced by great stress, which is connected with responsibility for subordinates, who very often due to bad conduct are the most frequent causes of accidents. The key role in shaping occupational safety and psychological comfort is played by the proper organisational culture and proper job organisation. However, in this case, considering the specificity of subculture in a working group and the type of industry, it is a difficult task, which requires additional efforts from both boards and management. It should be also mentioned that the management group in comparison to the working group is less harmonious, feels a need to build

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[12] General characterisation, leadership style of a coal mine board, style of managing workers, cohesion in organisation, pressure areas (what is appreciated), criteria for the success of an organisation.

up bigger trust and loyalty in an organisation. So these are the first areas which could be improved to make their work more satisfying.

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DOBROSTAN KADRY KIEROWNICZEJ A ZADOWOLENIE Z PRACY. WYNIKI BADAŃ NA PRZYKŁADZIE WYBRANYCH KOPALŃ WĘGLA KAMIENNEGO GÓRNEGO ŚLĄSKA

Streszczenie: Celem artykułu jest przybliżenie koncepcji dobrostanu pracowników, a przede wszystkim zwrócenie uwagi na rolę bezpieczeństwa i higieny pracy jako jednego z jego kluczowych wymiarów. Zaprezentowane zostaną wyniki badań oceny dobrostanu kadry kierowniczej w górnictwie. Badaniem objęto 169 kierowników i 995 pracowników wykonawczych z trzech kopalń Śląska. Zwrócono także uwagę na wpływ kultury organizacyjnej na dobrostan pracowników (diagnoza – kwestionariusz Camerona i Quinna).

Słowa kluczowe: dobrostan, stres, kultura organizacyjna, bezpieczeństwo.