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ENTERPRISE BOUNDARIES IN THE AREA OF HUMAN RESOURCES

Purpose – The study attempts to operationalize the concept of organizational boundaries in terms of human resources. The purpose of the study is to identify the scope, the place of enterprise boundaries' occurrence and their nature in situations when alternative solutions are applied with reference to employment. It was accompanied by specifying the nature of psychological contract.

Design/methodology/approach – Case study methodology was applied.

Findings – The empirical research confirmed that formal boundaries are different from the real ones related to the functioning of people employed in a particular entity, performing work for the benefit of this entity and being subject to the processes of HRM. Objective boundaries are not the same as the subjective ones referring to the perception of boundaries and the attachment identified by the providers of contacted tasks. The majority of the analysed psychological contracts were of a temporary nature.

Originality/value – The notion of a particular conceptual framework (recognized and shared in the scientific environment) allows for the comparison of research results and the development of theories. The methodology for analysing organizational boundaries in human resources (OBHR) was proposed. The presented results of empirical studies provide knowledge about the existence and perception of OBHR referring to non-standard employment forms as well as work organization based on project teams allowing for analytical generalizations. The presented discussion can also become the foundation for developing quantitative research the results of which could facilitate statistical generalizations.

Keywords: organizational boundaries, human resource management

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1. INTRODUCTION

As Pundziene, Kundrotas and Lydeka (2006) have rightly observed, “the pace of the growth of enterprises in the contemporary world became a threatening factor for companies, especially those operating in young and developing economies as most Central and Eastern Europe countries are. In addition to the turbulent business environment, rapid growth requires the specific ability of enterprises to readjust internal structures and resources as

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business develops.” This is accompanied by the so-called organizational boundaries.

The concept of organizational boundaries is derived from the words “organization” and “boundary”. The term “organizational boundaries” is practically used mainly to distinguish one organization from another. A boundary is a real or imagined line that marks the edge or limit of something (Cambridge Dictionary, 2017). An organization can be defined as a group of people who work together in an organized way for a shared purpose (Cambridge Dictionary, 2017). It was adopted in the article that an enterprise represents a company, a business unit, a profit goal-oriented set of resources. Organizations can be established to carry out other objectives than business ones (e.g. charity, religious goals). As Valerdi, Nightingale and Blackburn (2008) notice, the term “organization” is often interchangeable with “enterprise”. A synonymous approach to the analysed concepts is present not only in the subject literature about general management, but also in publications about boundaries. Therefore in the article, for stylistic purposes, the terms of organization/enterprise and organizational boundaries/enterprise boundaries will be used interchangeably.

Scientific publications offer numerous and various approaches towards defining and identifying the boundaries of an organization. Generally, two major methods for distinguishing these boundaries are used, the real approach and the nominal approach. Following the first approach, organizational boundaries are determined by the members of an organization, whereas in accordance with the nominal approach the focus is on certain assumptions adopted for the realization of particular research (Zeske, 2014).

The detailed analysis of scientific output about organizational boundaries conducted by Cyfert (2012) points to the existence of two theories which, to the greatest extent, allow explaining the essence and the nature of organizational boundaries. This refers to the transaction cost theory and the resource theory. The first tries to explain in what situations an enterprise prefers the option of internal development instead of the contract development option (for more see Williamson, 1998). The researchers concentrated on the resources claim that an organization represents a set of internally structured activities in terms of which it enjoys the freedom in either initiating or maintaining them. An organization “ceases to exist” when its decision-making freedom, regarding the available resources, comes to an end (Determining Organizational..., 2013). This refers to all types of organizational resources, e.g. in the publications discussing finance

management an opinion is presented that there is a blurring of economic boundaries in owner-managed firms which may cause a partial breakdown in the traditionally attributed distinction between debt and equity. The personal risk aversion of owners typically encourages the contribution of funds for incorporated business through shareholders' loans, rather than share issues and retained earnings. Moreover, owner-managers appear to discount or ignore organizational boundaries in their disposition of assets and debts between personal consumption and the business (for more see Shailer, 1993).

The problem of defining organizational boundaries is highlighted with reference to human resources, and more precisely – human resources management. Since the term of organizational boundaries refers to the mechanisms of management, coordination, transaction organization and resources disposal, then organizational boundaries in the area of HR in terms of HR (OBHR) will be defined as the determinant of the sphere of influence of an organization, the sphere of control over human resources; the “demarcation line” defining the affiliation of an entity to an organization, allowing the identification which people remain, to some extent, the property of an enterprise (cf. Helfat, 1997; D’Aveni, 2001). This property manifests itself, for example, in the ability of designating tasks to an entity, deciding about its working time and the amount of remuneration. The activities mentioned, as well as such issues as the development of workforce community (integration of human resources, constructing a joint organizational culture) are closely related to the HRM process.

The opinion that enterprises not only consider but also put into practice the possibility of establishing a so-called “breathing organization” has already been expressed in the previous decade. This means that if the need arises, workers will be outsourced and once they have completed their tasks they leave the organization and possibly return when the next opportunity for cooperation is required (Wawak, 1995). A “breathing organization” fits the theory of a flexible firm provided by Atkinson (1984) where enterprises aiming at flexibility offer fulltime employment to workers performing basic tasks, and simultaneously employ other workers based on non-standard rules within the so-called peripheral forms of employment. A peripheral group is characterized by adjusting its size to the current needs of an enterprise, which is accompanied by offering temporary contracts, i.e. by hiring temporary workers and changing the nature of the employment relationship. The division into core employment, where functional flexibility is crucial, and peripheral employment based on numerical flexibility which takes

advantage of non-standard forms, is presented in the studies by the majority of researchers analyzing this phenomenon since the beginning of the 21st century (Houseman, 2001; Kalleberg, 2001). Flexible employment forms are, however, subject to changes. Firstly, the workers employed based on non-standard forms are hired to perform important tasks requiring high competencies which, so far, were identified with the processes carried out by the core employment (Håkansson and Isidorsson, 2012). Secondly, some enterprises started taking advantage of their work not as a result of a periodical higher demand for their skills, but as a permanent solution being an alternative to contract employment. In such enterprises non-standard employment forms result from the implementation of a particular human resources strategy and the employees working based on non-standard employment forms realize the basic tasks of an enterprise. Thus non-standard employment forms carry a more strategic dimension (Purcell *et al.*, 2004).

A specific situation in terms of determining worker's responsibility to an enterprise, is created by the trilateral system of relations (human resources supplier – work provider – employing enterprise) occurring in the case of workers employed through a temporary employment agency or within the framework of outsourcing. In such cases the competencies related to the personnel function are divided between two entities. The subject literature discusses the following model approaches to the above-mentioned relations: the “hands off” model, the integration model, and the partnership model (Leighton *et al.*, 2007).

The extension of OBHR does enhance the implementation of the project oriented approach in an organization as the method for carrying out strategic objectives. It consists in appointing interdisciplinary teams in order to realize unique and complex tasks according to the set deadlines, following a defined budget and using specific tools for project management. The organizations which follow such an approach are referred to as project-oriented organizations. Among them project-based organizations are distinguished which consider project implementation as their core business, and the organizations focused on repetitive actions (e.g. banks, manufacturing companies) which, however, do implement projects (Piwowar-Sulej, 2014a).

According to Child (1997), cited by Kitay and Wright (2004), the growth of organizational networks and collaborative arrangements between organizations shows that it is not necessarily meaningful to look for clear and fixed boundaries to organizations. Instead, what used to be called boundary relationships are now often conducted through sets of

arrangements which are themselves organized. However, does the need for determining OBHR disappear? The problem can be analyzed at several levels. One of them is the perception of OBHR by those who provide work. Alternatives to the archetypal model of regular employment are now both prevalent and wide-ranging (Cappelli and Keller, 2013). The needs of security and belonging are, however, also present in the currently recognized motivation theories such as Maslow's (1943) or Herzberg's (1987) theory.

The problem of determining organizational boundaries in terms of human resources results from the occurring economic transformations. Changes in the situation and structure of employment, manifested in the increasing flexibility of employment (Pocztowski, 2003) and the popularization of project-oriented approach as well as the related personnel sphere specificity, are considered the leading trends in this matter, strongly visible in Polish economy (Piwowar-Sulej, 2014b). These two trends provide an appropriate context for the analysis of OBHR. The concept of psychological contract should be considered crucial since it offers mechanisms for the identification of OBHR in the perception of work providers.

The study operationalizes the concept of organizational boundaries by referring them to human resources and distinguishing the following types of such boundaries: formal and real, internal and external, and also objective and subjective. The purpose of the study is to identify the scope, place of occurrence and type of OBHR in situations when alternative solutions related to employment and work organization are used. The nature of a psychological contract, which connects a person employed in a non-standard way with an enterprise for which his/her work is provided, was also identified. For this reason the formal scope of the work provider's relation to an organization/team was determined, as well as the perception of organizational/team boundaries by the particular worker. Purposive sampling of entities was applied within the research based on case study methodology.

Non-random sampling was based on the selection of organizations (population members) which offer non-standard employment forms (including the project implementation process) and also the ones presenting the highest potential for providing credible and useful information from the perspective of the research purpose (Kotler, 2005). The following research tools were used: in-depth semi-structured interviews including the majority of open questions and the analysis of organizational documentation. The research project was financed by The National Science Centre Poland (DEC-2013/09/D/HS4/00566).

2. STUDY BACKGROUND

2.1. Organizational boundaries in the area of HR against the background of the theory of organizational boundaries

The multidimensional nature of organizational boundaries is reflected not only in the numerous definitions of this concept, but also in its many typologies. The immanent feature of many theoretical concepts of organizational boundaries is the general approach to the problem, the lack of complexity and the low level of applicability. For example, Llewellyn (1994) distinguishes physical boundaries (mechanisms for the allocation of material resources), financial (mechanisms of financial capital allocation), psychological (referring to social rules adopted by the organization members) and temporal (referring to the division of labour). On the one hand, there is a division by the resource at the disposal of the organization (material and financial resources), on the other, the processes of work management and organizational culture are present. Therefore, by adopting the resource criterion, the authors of this study propose to distinguish material, financial, human resources and information resource boundaries. The particular types will be identified with the mechanisms and capabilities in terms of individual resources management.

Santos and Eisenhardt (2005) distinguish the boundaries of efficiency, power, competence and identity. The boundaries of efficiency separate internal and external transactions. The boundaries of power separate the areas or resources influenced by the organization from the ones influenced by the environment. Identity boundaries refer to the way of thinking followed by the organization members (they fit within the concept of psychological boundaries by S. Llewellyn). The boundaries of competence also apply to the specific resource at the disposal of an organization (people and their competences). Thus two of the distinguished types of boundaries, in a sense, overlap.

The main conclusion to be drawn from the subject literature studies is as follows: the majority of typologies referring to organizational boundaries cover the problem of people, their competences and their ways of thinking. As has already been indicated in the introduction to this article, organizational boundaries in the area of HR shall determine the sphere of influence of an organization, and the sphere of control over human resources. Thus, they will separate the impact area of an organization on the activities related to HRM. Bearing in mind the above mentioned

shortcomings in the theory of organizational boundaries, the leading division in the presented study is the one of organizational boundaries in the area of HR based on the criteria presented in Table 1. The authors are aware of the simplicity of the presented approach. On the other hand, however, it has its significant applicability value and can be easily related to the practice of business operations and reach an agreement in the framework of “science-business practice” dialogue.

Table 1

The typology of organizational boundaries in the area of HR

Division criterion	Types of OBHR
Scope	Formal (conventional) boundaries
	Real boundaries
Place of occurrence	Internal boundaries (inside an organization)
	External boundaries
Nature	Objective
	Subjective (psychological)

Source: authors' compilation.

As pointed out in the introduction, the boundaries can be considered with regard to the freedom of having various organizational resources at the disposal, and in the analysed case, human resources. This freedom may be limited by normative regulations (generally applicable ones or contractual provisions) and in such cases we deal with formal limits. It can also go beyond formal arrangements and have a real dimension. Organizational boundaries can be of an external nature as well (covering the entire organization and separating it from the environment) and of an internal one (occurring between the individual components of the organizational structure, e.g. departments or teams or – which is particularly difficult to investigate (see Smith, 2014) – between the internal social networks).

As far as formal boundaries are concerned, a part of them result from the legislation in force, whereas another part from the arrangements between the parties involved. At this point it is worth emphasizing that Polish legislation is not free from certain inconsistencies which mainly refer to work providers employed through temporary employment agencies. Even though the general rule resulting from Art. 14 of the law on temporary workers employment states that an enterprise takes advantage of the performed tasks and executes the rights of an employer in the scope indispensable to organize work for

a temporary employee, the problem remains unsolved whether for instance an employing company has the right to impose a penalty for the breach of order on a temporary worker (Pędzwiatr, 2008).

In the opinion of Gareis (2001), the boundaries of a project-oriented organization are dynamic. In this case projects are perceived as temporary organizations focused on performing one-off and complex processes. External sub-suppliers or consultants are frequently members of project teams. Both the entire project-oriented organization and the project itself, referred to as a micro-organization, can have certain boundaries. In a project-oriented organization both internal boundaries (between successive projects) and external ones are subject to periodical changes.

Traditionally, organizational boundaries are of an objective nature. They are related to the above presented general legislation, the provisions set out in the agreement between the parties, including spatial or temporal constraints. Spatial boundaries may overlap with the geographic area of the enterprise's business activity (workplace), and the temporary ones – with the daily working time. Currently, as a part of the previously characterized real approach towards defining boundaries, the need to identify such boundaries resulting from the organization members' feelings, is being emphasized. These subjective (psychological) boundaries are associated with the sense of belonging to an organizational community. Hirschhorn and Gilmore (1992) distinguished the following types of the above-mentioned boundaries: authority boundary, task boundary, political boundary and identity boundary.

In a contemporary organization, it is not necessarily the one who holds the formal authority that does simultaneously possess the most updated knowledge. It is possible to manage a team with one's own supervisor as its member. In such a situation the problem appears as to what extent one can allow for the unprofessional activities of his/her manager, i.e. where indeed is the boundary of authority. In team work the phenomenon of interdisciplinarity does occur. The efforts of one team member depend on the work performed by another person who cannot be controlled due to, for example the lack of particular knowledge. On the other hand, team work opens space for the common responsibility for its results, which blurs the boundaries of the carried-out tasks.

The dilemma of defending one's own interests, along with focusing on organizational efficiency covering the entire entity, is related to a political boundary. It becomes increasingly difficult to differentiate when exactly one deals with a "win-win" situation and when with a "win-lose" case. It does happen in contemporary enterprises that both departments and project teams

compete for limited resources. Therefore, also identity and its boundary are not always identified with the entire organization. People feel special ties, for example with the colleagues from their department only. They may also feel they belong only to the internally organized social network of which they are members.

The formation of all the above-mentioned types of organizational boundaries in the area of HR, i.e. formal and real, internal and external, objective and subjective, is determined by numerous factors which can be divided into environmental factors and internal organizational factors (see Table 2).

Table 2
The main factors influencing the formation of organizational boundaries
in the area of HR

Internal organizational factors	Environmental factors
Object of activities (including the specificity of implemented projects)	Availability of resources
Tradition	Level of regional economic development
Adopted strategy	Characteristics of national culture
Characteristics of organizational culture	Legislation
Qualities of managers and employers	
Available resources	

Source: authors' compilation.

Among environmental factors an important one is the access to various resources (including technology) related, among others, to the level of the economic development of the region in which the enterprise operates. On the other hand, legislation specifies the boundaries of an objective nature. Finally, the characteristics of national culture from which managers originate or the culture characteristics for the country in which the business operations are being carried out determine the general approach towards constructing an organization or creating relations between the organization and its human resources.

Organizational boundaries, in the area of HR, are also influenced by the availability of own resources (against the possibility of attracting human resources from the environment). In the case of large-scale information technology projects such as the implementation of ERP software systems, a number of consultants and client managers outlined how the close interaction of consultants and clients within joint project teams over a period of months and sometimes years resulted in a "blurring of the boundaries". As

related to interviews conducted by Kitay and Wright (2004), the pressures of meeting tight project deadlines and the special status often accorded to project teams resulted in both the development of close social relations between consultants and client employees, as well as increased tensions.

An object of business activities is the crucial internal organizational factor influencing the formation of OBHR. The above-mentioned legal regulations are of great importance here since this time they refer to a particular sector. Moreover, each sector has its specific characteristics related, among others, to the type of performed work (occupational health and safety issues) or its availability to customers (which is reflected in working time).

Finally, cultural issues are vital, including the attachment to tradition (such as the organizational structure established by an organization's founder). Organizational culture is created by people, among whom the most significant role is played by managers who, also decide about the strategy to be followed. The shape of OBHR results directly from the traits and qualities of the personnel employed in the enterprise. At this point, it is worth emphasizing that the process of creating organizational culture is not subject to total control. Behavior patterns can be manifested by management staff, but many processes remain outside their influence. An organization is a living organism with many ongoing interactions and with not only groups but also social networks continuously developing. The nature and extent of social relationships and the perception of boundaries are influenced by the characteristic features of employees (Landis, 2016).

2.2. Problems with the identification of OBHR with reference to enterprises located in Poland

Human resources in an organization (their belonging to an enterprise) can be defined in a formal perspective (based on labor law) and based on management science (within the framework of which real human resources of an enterprise should be specified). With reference to labor law the notion of an employee is defined in the Labor Code. Art. 2 of Polish Labor Code states that *“an employee is a person employed under a contract of employment, appointment, election, nomination or cooperative contract of employment”*, whereas the basic agreement regulating employment relationship is a contract of employment. The legal category of an “employee” is assimilated by the system of terms used in business practice and management science which is manifested in defining various categories.

At this point one can refer to such an important category as the size of an enterprise (in the division into micro, small, medium and large enterprises) where the following division criteria are used – financial data (net income and total assets) as well as the number of employees. In order to define the number of employees the category of an employee in legal terms is used. The categorization of an enterprise size is related to such processes as applying for the European Union funds, analyzing various economic phenomena or the results of research conducted in enterprises considering the criterion of their size. Relying solely on the legal category of an “employee” does not reflect the real dimension/size of employment in enterprises which offer non-standard employment forms. Therefore its usefulness in defining an enterprise boundary, in terms of HR, is limited. For the purposes of the transparency of the conducted research it was decided to use the term “employee” only if the employment relationship exists and to use the term “temporary worker” with reference to people employed through a temporary employment agency.

The catalogue of employment forms used in a given country results from the possibilities offered by the legislation in force. The majority of theories and concepts referring to non-standard employment forms are based on the British system which distinguishes employees employed under a contract of employment, self-employed workers, outsourced workers and agency workers (Leighton *et al.*, 2007). The Polish system uses all the above-mentioned solutions as well as commissioned employment, understood as the employment of a particular person directly by an enterprise based on a civil law contract (which mainly takes the form of a commissioned agreement and work-piece agreement). A relatively wide spectrum of solutions is used within the framework of personnel leasing. First of all, a work provider can be employed through a temporary employment agency. In such a situation the establishment of a trilateral relation is subject to regulations of the law on a temporary staff employment provided for in point 2.1. In the second case, a person performing work can be periodically “hired” from an enterprise providing its human resources to other economic entities. Moreover, unregistered employment is also used within the framework of employment formation. (Bąk-Grabowska and Jagoda, 2012).

The scope of non-standard employment forms present in Polish enterprises is perceived as large, which results from the extensive range of the particular non-standard employment forms used, as well as the combined dimension of their application. In Poland, the so-called commissioned employment is widely used and consists in entering into civil-law contracts

with work providers, i.e. mainly commissioned agreements and work-piece agreements. This solution is applied by the majority of enterprises operating in Poland (Nogalski *et al.*, 2010). Poland is ranked as one of the leading European Union countries in terms of the self-employed in the total number of employees (18.9%), after Greece (31.9%), Italy (23.4%), Portugal (21.1%) and Romania (20.1%). According to Eurostat studies there are almost 2.9 million self-employed people in Poland, of which men make up almost 2 million. 78% of self-employed Poles do not employ any other people and thus represent the self-employed in the strict sense (Teichgraber, 2013).

The broad spectrum of the non-standard employment forms usage is of interest to entities controlling work relations. As a result of the control carried out by the Chief Labor Inspectorate in 501 enterprises (conducted in selected entities in response to complaints referring to work provision under civil law contracts) it was demonstrated that 69.5 thousand people were employed based on employment contracts; 149 thousand people performed work based on civil law contracts and almost 1,3 thousand were self-employed. This means that in these enterprises the number of people performing work under commissioned employment was more than twice as high as the number of employees who signed employment contracts (*Report...*, 2014).

The discussion covering a typical forms of relationship between an employer and an employee cannot disregard the phenomenon of unregistered employment. Entering into cooperation with an employee without any agreement is also quite frequently practiced in Polish reality. According to the studies conducted by the Central Statistical Office in Poland there are almost 5% of workers employed illegally. Following the analyses conducted by the Polish Confederation of Private Employers "Lewiatan", as many as 33.2% of enterprises take advantage of non-standard work and the entrepreneurs participating in the study declared the possibility of applying this solution more often (*Unregistered employment...*, 2011; *Every third company...*, 2013).

The relatively large range of using both commissioned and unregistered employment does not exclude the development of the temporary labor market. According to the report by the International Confederation of Private Employment Agencies, there are 499 thousand temporary workers in Poland which ranks our country 11th worldwide. In terms of hours converted into full-time jobs performed by temporary workers – almost 161 thousand – Poland ranks 13th. Experts claim that the level of employment through

temporary employment agencies presents the growing potential in Poland. Having considered the relatively short experiences of Polish enterprises in taking advantage of temporary employment the level of its popularity is recognized as very high (*Economic report...*, 2014). Moreover, it is worth analyzing its range in the context of a large number of alternative options resulting from non-standard employment forms used in Poland.

Within the framework of the project entitled *Human resources management in capital groups* implemented in Poland, the employment forms most frequently used in a particular employment group were identified, i.e. among managers, specialists and executive staff. The summary of the research results is presented in Table 3.

Table 3

The most commonly used forms of employment in the analyzed groups of companies in particular employment categories

Groups of employees	Percentage of companies presenting a particular employment form as the dominating one
Managers	56.44% – employment contract 33.66% – managerial contract 3.96% – other forms of civil law contracts 5.94% – no response
Specialists	80.20% – permanent contact 6.93% – civil law contracts 4.95% – employment contract for a specified period 7.92% – no response
Executive staff	58.42% – permanent contract 21.78% – employment contract for a specified period 8.91% – civil law contracts 0.99% – workers from a temporary employment agency 0.99% – outsourced workers 8.91% – no response

Source: Bąk-Grabowska, 2014.

While analyzing the data presented in Table 3, attention should be paid to the fact that the respondents were asked about the most commonly used form of employment. Therefore, in the companies which declared using employment contracts as the dominating solution, the parallel usage of non-standard employment forms is possible. The share of companies indicating the prevalent application of non-standard solutions observed is relatively high. Moreover, these research results illustrate that non-standard employment forms are taken advantage of not only in micro and small

companies, but also in large enterprises as part of multi-structures represented by capital groups.

In the context of determining employees' belonging to an organization, the discussed non-standard solutions result in the fact that they cannot be considered as workers of a particular enterprise from a normative perspective, and thus they do not formally belong to it since they are outside its boundaries. However, in practice it may turn out that in spite of the absence of a work relationship and the related regulations covering entitlements and obligations of the parties involved, an enterprise takes advantage of human resources employed based on non-standard contracts in the same way. Additionally, those performing work for the benefit of a particular company can fully identify themselves with it. Therefore the problem of the discrepancy between formal and real as well as objective and subjective belonging is being emphasized. The presented extensive range of using non-standard employment forms in Polish economic practice confirms that it is incorrect to disregard this group of workers while defining OBHR.

The high share of contractors outside the employment relationship with an employer does influence the growing significance of informal arrangements not subject to industrial relations. It seems that in a situation when the relations between an employer and a person providing work are not regulated by the Labor Law provisions, the relations entered into within the framework of a psychological contract gain importance.

2.3. Organizational boundaries in HR vs. the concept of psychological contract

As indicated above, the changes observed in economic practice result in changes in psychological contracts. A psychological contract is a person's perception regarding the reciprocal exchange relationship that exists between a person providing work and the organization (Rousseau, 1995).

A new psychological contract is characterized, among others, by the fact that the value and identity of work providers is determined by them, staff leaving and new staff being hired is observed as a sound phenomenon, long-term employment in one enterprise is impossible and a changing workplace should be regarded as a typical situation (Kissler, 1994; Poczowski, 2003). A new psychological contract was formed in the adhocracy phase (which followed the bureaucracy phase), which has emerged since the early 1990s, epitomized by the successful dotcom companies. These are boundary-less organizations which emphasize the use of knowledge and are characterized

by horizontal career moves, with diversity of “employer – work provider” relations. Companies in the adhocracy phase typically use a range of psychological contracts for different employee groups (Rousseau, 1995).

The majority of research covering the problem of a psychological contracts, refers to the influence of its breach on the behavior of work providers. A breach occurs when such a person perceives that the organization has failed to follow through on obligations that are expected by or entitled to the individual. Perceptions of under-fulfilment (i.e. psychological contract breach) have deleterious effects on many important attitudes and behaviors. Contract breach has become a common and inevitable occurrence in today’s rapidly changing business environment (Restubog *et al.*, 2013). Extant research suggests that breaching is the norm, not the exception, and avoiding a psychological contract breach is a difficult – perhaps impossible – task for contemporary organizations (Zagenczyk *et al.*, 2009). Study’s results suggest that leader member exchanged and perceived organization support relate to psychological contract breach, which, in turn, relates to affective commitment, intention to quit and innovative work behaviors. Trust in employer mediated psychological contract breach and work outcomes (Agarwal and Bhargava, 2014).

A particular person’s belonging to an organization can be defined in relation to the type of psychological contract. Michael Wellin (2007) distinguished four types of psychological contract (the author uses the term *personal deal* to emphasize the importance of direct and individual relationship between the contracting parties). In his concept the author applied two dimensions:

- Dimension 1 – reason (rationality) and intuition,
- Dimension 2 – stability and change.

As a result of both dimensions’ juxtaposition, four types of personal deals (psychological contracts) were distinguished:

1. Traditional personal deals characterized by rationality and stability. These types of contracts are governed by clearly defined principles and procedures as well as implicitly or explicitly expressed principles of justice and fairness. Traditional contracts are popular in stable organizations of a bureaucratic type and have a long history. Such traditional contracts are very often long-term ones of a quite official, impersonal nature.
2. Temporary personal deals, characterized by rationality and change orientation. They consist in exchanging rewards by the contracting parties to ensure external motivation. Remuneration amounts as well as the quantity and quality of provided work are important in this case. Such contracts are very often signed at the positions related to sales, with

workers employed for a fixed term, with agency workers (from a temporary employment agency) and the outsourced ones. They are most frequently entered for a short time, are quite restrictive, and do not offer benefits for workers whose efficiency has decreased or does not meet employer's expectations. Moreover, a worker frequently withdraws from the contract if it turns out that higher benefits can be obtained elsewhere.

3. Personal deals based on relationships characterized by stability and intuitiveness. They function at the background of the mutual feelings experienced by both parties and the quality of personal relations is more important than the actual results. Such agreements can occur in family firms, those with long traditions or providing specialized services, e.g. law firms. Generally, their popularity is decreasing. Personal deals based on relationships are mostly long-term and can last longer than justified by economic considerations.
4. Personal deals based on development are characterized by intuitiveness and change. They focus on the future, on acquiring and taking advantage of knowledge and experience. They are used in companies providing specialized and expert services such as IT or pharmaceutical companies. Their significance is also growing in other organizations which results from the development of a knowledge-based economy. Personal and open to development deals are usually signed for a medium term and last as long as an employee has opportunities for development and for using his/her knowledge for the benefit of the organization.

As the above-presented classification has illustrated, temporary agreements and those based on development, i.e. ones characterized by changes, are used more and more often. This tendency results in resource boundaries blurring in an organization. The time of work providers' affiliation with a particular organization is reduced, they are more often employed to perform specific tasks/projects rather than persist as a long-term human resource of a given company. These phenomena coincide with the tendency to breach a psychological contract which can make the identification of the mechanisms responsible for a given work provider affiliation to an organization even more difficult, and therefore also such affiliation boundaries in the area of human resources.

3. DESIGN OF THE EMPIRICAL STUDY

The research purpose presented in the introduction to this article, i.e. the identification of OBHR and the characteristics of a psychological contract in situations when alternative solutions in terms of employment and work

organization are used, points to the problem and results in the need for choosing a problem solving method. The problem has been fully articulated in the following research questions:

1. Who do work providers, employed in a non-standard way, formally belong to, which entity (if any) have they signed an agreement with?
2. Who are they actually affiliated with, who is responsible for human resources management where they provide work?
3. Where are the affiliation OBHR placed by work providers (according to their subjective assessment), which element of the structure they mainly identify themselves with – the “primary” organization (client-organization), the organization with which they have signed a formal agreement or with the project team?
4. What are the characteristics of their psychological contract?

At this point it should be emphasized that management science originates from economic practice and is inextricably linked with it. Therefore, to solve a scientific problem in management it is desirable to follow practical implications. A quantitative method may turn out insufficient in a situation when the research purpose requires studying both the circumstances and reasons of a particular phenomenon's occurrence.

Within the conducted research process a case study method was applied. Yin (2009) recommends this method in order to find responses to questions of an exploratory nature, the ones referring to “how” and “why” a given phenomenon occurs. Such research is focused, to a greater extent, on the in-depth understanding of a given phenomenon, rather than on the analysis of variables (Yin, 2009; Zając, 2006).

The subject literature presents diverse approaches to the number of cases which have to be analyzed in order to reach scientifically valuable and well-founded conclusions. The dominating approach suggests to carry out between four and ten case studies. It is not the statistical replication which constitutes the main objective, but the literal or theoretical one. Such a number is also practically justified, as it results from financial and temporal limitations. It suggests that a given case selection should persist in accordance with the principle of purposive sampling to meet the intended research objectives, whether the case should be either exceptional (different) or typical, similar to the “average” ones (Wójcik, 2013).

Organizations which use non-standard solutions in terms of employment, i.e. commissioned employment forms within the framework of permanent enterprise structures or project teams, were selected in the first stage of the process. Six organizations were chosen, each of which applied a different solution:

1. Basic tasks of an enterprise in the provision of tidying up and cleaning services for institutional clients are carried out only by workers employed by subsuppliers (through outsourcing).
2. Basic tasks of an enterprise within the framework of a multiplex customer service are performed by temporary workers (from a temporary employment agency).
3. Tasks in a catering company are performed by workers employed based on civil law contracts (commission agreements).
4. Tasks related to a residential building project are carried out by staff from external entities (employed by a subcontractor, outsourcing).
5. Some of the programming tasks, resulting from IT projects, are implemented by leased workers (personnel leasing from another economic entity not subject to the law on temporary workers).
6. Basic tasks of an enterprise, such as consulting or training projects, are carried out by self-employed individuals. Commission agreements are widely used within the permanent enterprise structures.

The synthetic characteristics of enterprises covered by the research and the specification of respondents are presented in Appendix 1. The number of employees was not included in the provided characteristics since the specific nature of analyzed cases results in the fact that some or all the tasks are carried out within the framework of non-standard employment forms, and therefore are performed by those not considered in the formally presented employment status.

In order to collect data, semi-structured interviews were conducted¹. Because of the non-homogeneity of the cases in the sample, a semi-structured protocol has given us the flexibility to focus on the specificities of the companies (Eisenhardt, 1989).

Interviews were conducted with representatives of different groups of work providers. In certain cases these were individuals employed based on commission agreements, through a temporary employment agency or an outsourcing company, contractors who provide work within the permanent structure of an enterprise or were recruited only for the time of a specific project realization. For the purposes of data triangulation, interviews were conducted with a few respondents from one organization. Each interview lasted around 60–90 minutes, and the interviewers (the authors of this paper)

¹ The sequence of discussed issues and the demographics were included in an interview questionnaire. Due to the problem's complexity, the majority of initially prepared questions required clarification and paraphrasing into the language comprehensible for the addressee-respondent.

took their own notes and after each site visit, interview tapes were transcribed. Moreover, organizational documentation was analyzed, including the documents regulating the mutual cooperation of the parties under analysis.

4. DESCRIPTION OF THE CASES AND DIAGNOSIS OF OBHR

Case A

A company offering tidying up and cleaning services, a member of the largest capital group of service companies was the starting point in the conducted research. All operational services were outsourced from the company – currently work providers are employed by six companies-subcontractors which employ a total of about 20,000 people. Subcontractors provide services for their clients who signed agreements for the provision of tidying up and cleaning services with the company. Foremen and front-line employees represent operational service staff organized with a subcontractor. A facility manager is the person responsible on behalf of a contracting company, for the control of the subcontracted work. He/she supervises the correct implementation of the given contract provisions, as well as information transfer between the contracting company and the subcontractor. The subcontractor is obliged to arrange employment and organize work of the front-line staff for the needs of the given contract implementation. It is a standard procedure that commission agreements for a particular facility maintenance (cleaning) are signed with front-line staff. Some people perform work within the framework of several commission agreements or even for several subcontractors of a company. The respondents – front-line staff representatives – were working with one of the subcontractors based on commissioned agreements. Subcontractors are willing to employ pensioners or annuitants who are thus not subject to social insurance. The staff identifies strongly with the company. Some people even claim that they consider themselves company employees. This results from the fact that they perform work dressed in company uniforms and use tools with the company logo. They are also identified with the company by the employees of enterprises which they clean. A subcontractor is responsible for work organization and remuneration payment to front-line staff. In routine contracts a work provider refers to a foreman as a supervisor. A foreman, however, while training a new worker in the course of the induction period takes advantage of the uniform standards and training materials developed by the company. Strong identification with a company of the work provider is also manifested

in crisis situations. When a problem occurred with the timely payment of wages (which was the subcontractor's responsibility), the complaints posted on the web portal by work providers were addressed to the company.

Case B

The analyzed enterprise represents a joint stock company registered in Amsterdam. It is a subsidiary constituting part of an international capital group providing mainly entertainment services. The company runs almost 100 multiplexes, as well as education and entertainment centers. Over 30% of all the multiplexes are located in Poland. With reference to executive staff, employment through a temporary employment agency is used. In Poland, the company under study is the only client of this particular agency which recruits staff for all Polish multiplexes. All positions related to customer service, booking offices, bars and cafes are staffed through this temporary employment agency. Direct employment, understood as work relationship based on employment contract signed with a company, covers managers and specialists exclusively. The case study refers to one multiplex of a company operating in the Lower Silesia region. The company ordered executive staff recruitment from an agency. The recruitment is performed through a website on which applicants can fill in a questionnaire. In practice, only those candidates are employed whose age and the status of a student means being exempt from the social insurance obligation. Commission agreements are signed with the recruited students. Employees are not offered any choice of employment form since it is possible to enter into cooperation only within the framework of commissioned employment. The agency pays formal remuneration to employees the level of which depends on the hourly rate specified by the enterprise. All the remaining personnel related processes are carried out within the multiplex. Those providing work within the framework of presented non-standard employment forms identify themselves solely with a multiplex. The temporary employment agency, in their perception, plays the role of a recruitment entity only. In the case of issues related to work rotation, or possible promotions, it is the manager who takes the final decisions, however mutual cooperation is very important for the respondents. In their opinion, they are capable of finding a solution themselves without any intervention of their supervisor regarding for instance work schedule. They do value the workplace atmosphere and friendly relations among colleagues.

Case C

The company was founded in 2012 to launch cold meats on to the Polish market (mainly salami and long-matured ham) from two German producers

who entrusted the company with an exclusive, official reorientation. In the course of its growth, the company started developing its own network of pizzerias. Currently two pizzerias are operating. When the company was established, it employed workers based on employment contracts only. Now the pizzerias employ 16 workers based on commission agreements and two workers based on self-employment. Employment contracts have only been signed with managers of both pizzerias. Work providers employed based on nonstandard employment forms identify themselves with a given pizzeria. It is their immediate supervisor – the pizzeria manager – who decides about their employment, working time organization and other aspects of their work. The workers do not rotate between pizzerias. They indicate that there is an option of determining their working conditions with the manager, i.e. the conditions similar to a permanent job, such as “finding a common ground” regarding the received remuneration or its part, in the case of a sick leave or a planned vacation. Moreover, they emphasize being aware that in many restaurants this sort of work is performed by people who work without any employment agreement. Therefore, they assessed their position as more formalized. The workers employed based on the above-mentioned forms are mainly young people and students.

Case D

The analyzed enterprise is a residential housing construction company established in the 1990s. Currently only its office workers are employed based on employment contracts: an accountant, a secretary and a few engineers as project managers. The enterprise is also supported by specialists, freelancers who cooperate with it based on self-employment. Some of them receive remuneration depending on the value of investment, whereas others earn a monthly salary, as in the case of an employment contract. External enterprises are outsourced to perform construction works (subsequent stages of investment). These enterprises, on the other hand, employ their workers based on employment contact (specialists) or commission agreement (support staff). The staff of outsourced companies identify themselves with the enterprise in which they are employed and with the implemented project (construction investment). It is the project requirements which determine such aspects of work as workplace and working time.

Case E

The enterprise represents an international bank which entered Polish market in the 1990s. Up to 2013 its ownership changed several times, which

resulted not only in changing the source of capital ownership, but also in the transformations within its organizational structure, its product range and personnel. Organizational changes, new or improved products, as well as IT systems are being introduced. The enterprise takes advantage of all possible employment forms, however, in-depth analyses were focused on the IT department. As a result of problems with finding programmers in the Polish job market, the enterprise is forced to resort to personnel leasing. It cooperates in this area with three companies specializing in IT services outsourcing, IT specialists recruitment and also “hires” its workers. In the latter case programmers are employed in their parent organization based on employment contracts or within the framework of self-employment. They are outsourced to work in a bank where they have to abide by the established work order, just as their colleagues employed by the bank based on employment contracts. Their supervisor, representing the bank (the IT department manager), decides whether they can take days off in a particular period (e.g. vacation). It is also the supervisor who agrees to their leaving the assigned workplace in order to visit another enterprise for which a given programmer will be working after the currently implemented project in the bank is finalized. Programmers, as leasing workers, feel they represent the bank staff and, moreover, they identify themselves with the carried-out project. It has to be emphasized that they cannot take advantage of extra benefits, such as vouchers for children on the occasion of Children’s Day, but they are invited to integration events organized for bank employees. Such identification with the project is reflected in the information which they present in their CVs. In their opinion it is not important who they were working for and based on what type of agreement, but the project itself that they were a part of.

Case F

The training company was established in response to demand in the Polish training market in the 1990s. It is a one-man business and was founded by the experts designing organizational processes of the best training and consulting companies in Poland and worldwide. In the opinion of the project manager, the efficiency of services in this company is guaranteed by modern training methods, as well as by the qualified coaching staff constituting a respected authority in the world of science and business. The majority of workers in the discussed enterprise are employed based on commission agreements or within the framework of self-employment. The

first solution is mainly practiced in relation to students employed as telemarketers or specialists for database updates. The second one is followed in the case of consulting and training project managers, and also coaches. Contractors, i.e. students updating information about clients are generally satisfied with their job. They do not perceive it as hard work (they can simultaneously visit Facebook or watch films). However, the following online opinions are expressed about this company as an employer by people whose task is to attract clients. "Total absence of any normal plans or, even more so, any commission system. Whether you sell an in-house training for PLN1000 or an external one for PLN10,000, the commission is always PLN50. The basic salary is low. The agreement, obviously, does not cover insurance". In most cases trainers run their own training companies and the analyzed organization helps them to win new orders for which it receives adequate commission. Some training sessions conducted under the name of this firm are the same as the ones provided under the names of firms run by the coaches. Interviews with coaches confirmed that they identify themselves mainly with their own businesses. Owing to the relations they have established with different consulting and training companies they receive orders quite frequently, therefore they do not have to win over clients themselves. It does happen that they work for a particular client through the analyzed company, and later the same client hires them for further projects without the involvement of any intermediary entity.

The analysis of interviews and organizational documentation allowed for defining respondents' affiliation with a particular entity (task team) in a formal, real and subjective dimension and also for determining the type of the adopted psychological contact (see Table 4).

The respondents' affiliation decides about their positioning within the boundaries of a particular external and internal structure. The information crucial for determining formal affiliation was 'who represents the party to the agreement entered into by work provider'. While defining real boundaries, attention focused on the fact at whose disposal the work provider remains, i.e. who is responsible for the HRM process towards him/her. Subjective boundaries were specified based on respondents' responses to 'which entity they identify themselves with'. The analysis of the answers provided by the respondents constituted the basis for identifying the type of psychological contract which allows for supplementing the results with the information as to what extent the relationship between a work provider and the subjectively perceived employer remains either rational or intuitive and to what extent it is a permanent relationship.

Table 4
OBHR from the perspective of workers employed based on nonstandard employment forms

Case	Formal boundaries	Real boundaries	Subjective boundaries	Type of psychological contract
A	Formally, the employed staff does not represent company employees, but contractors. An outsourcing company (sub-contractor) is a party to an agreement.	The staff remains at the disposal of an outsourcing company which carries out HRM process towards him/her (although in selected areas it has to abide by Company A standards).	Staff representatives identify themselves mainly with Company A which they represent while providing services for a given client.	Temporary contract characteristics are the dominating ones.
B	Formally, the employed staff does not represent company employees, but contractors. A temporary employment agency is a party to an agreement.	A temporary worker remains at the disposal of Company B which carries out HRM process towards him/her (except for recruitment, selection and formal payment of the remuneration)	Temporary workers identify themselves with Company B only.	Temporary contract characteristics are the dominating ones.
C	Formally, the employed staff does not represent company employees, but contractors. Company C is a party to an agreement.	A contractor remains at the disposal of Company C which carries out HRM process towards him/her, mainly within a particular pizzeria.	Contractors identify themselves mainly with the pizzeria in which they work and which remains in the structure of Company C.	Temporary contract characteristics are the dominating ones.
D	Formally, the employed staff does not represent the studied organization employees. An outsourcing company (sub-contractor) is a party to an agreement.	A worker is at the disposal of an outsourcing company which directs him/her to the subsequent construction projects (even though in the selected areas he/she has to abide by Company D standards).	Respondents identify themselves with an outsourcing company in which they are employed as well as with the project (a construction investment).	Temporary contract characteristics are the dominating ones.

E	Formally, the employed staff does not represent the studied organization employees. A company responsible for personnel leasing is a party to an agreement.	A person remains at the disposal of Company E. He/she reports to the manager just like a full-time worker. His/her remuneration and the projects in which he/she participates are, however, decided by the leasing company.	The leased workers identify themselves with Enterprise E and with the project.	Personal contracts characteristics based on development are the dominating ones.
F	Formally, the employed staff does not represent the studied organization employees. They are either self-employed or employed based on commission agreements. The formal boundary results from the provisions of a civil law contract.	A contractor remains, to a great extent, at the disposal of Company F – just like a full-time employee. A self-employed person remains, to a small extent, at the disposal of F Company (it mainly refers to providing consulting or training services in the generally determined timeframe). The nature of work is defined as unrestricted.	Contractors – students – identify themselves with Company F, respondents – coaches – identify themselves mainly with their business and with a consulting or training project.	In the case of commission agreements the characteristics of a temporary contract are the dominating ones. In the case of self-employment the dominating characteristics are those of personal contracts based on development and , to an extent, based on relations.

Source: authors' elaboration.

5. DISCUSSION

Answers to the research questions will be provided in the following sections.

RQ1: *Who are the workers formally affiliated with, i.e. which entity (if any) have they signed work agreement with?*

Formal boundaries result from the determined decision area in the field of human resources management. Workers employed based on work agreement are formally and entirely affiliated with their employer, which is clearly presented in statistics prepared for the Central Statistical Office in Poland. In the situation of the occurrence of the nonstandard employment forms, the arrangements entered into between the contracting parties are fundamental.

Workers employed based on commission agreement belong formally to the entity they signed an agreement with. Therefore, those working for the subsuppliers of the A, D, E enterprises are formally affiliated with outsourcing companies. The contractors in the C and F case studies are directly affiliated with the organizations covered by the research.

In the case of temporary workers, some regulations result from the law on temporary workers, while others from the agreement signed between the employing agency and the employer-user. In case B, the temporary employment agency represents the work provider, whereas enterprise B is the so-called employer-user.

The coaches cooperating with company F – as entrepreneurs – are formally affiliated with their own business.

RQ2: *Who are they actually affiliated with, who is responsible for carrying out HRM towards them on site where they provide work?*

In the case of commission agreements in enterprises C and F, the respondents provide work personally for enterprises under the management (supervision) of a designated person and in the place and time defined by this supervisor, whereas an enterprise pays out the earlier agreed remuneration. Such a form of work is actually the same as in the case of an employment contract.

Temporary work performed in enterprise B is, in fact, characterized by the full subordination to the regulations in force with the employer-user.

Enterprises A and D have a very limited disposal of the outsourced staff. This refers to general regulations covering, among others, working time or the usage of common rooms.

Higher affiliation does not result from formal provisions, as has been identified in company E. A leased worker reports to a supervisor just like the

full-time workers, as well as participates in integration events organized by the enterprise.

Coaches in enterprise F as entrepreneurs-freelancers “allow” for their disposal to a very limited extent. They actually take decisions about all issues together with the training company which mainly imposes the deadlines for providing services on them.

RQ3: *Where do workers place affiliation boundaries (in their subjective assessment), which structural component do they identify themselves with more – the “parent” company (the client organization), the organization they have signed a formal agreement with or the project team?*

The research has also revealed boundaries of a psychological nature. Workers employed based on commissioned employment do not identify themselves, in most cases, with the organization which represents their direct employer, but with the enterprise for which they perform work. In project-oriented organizations, i.e. in cases D, E and F, three organizations are involved. It is the project itself which is perceived as an organization combining the objectives of the staff working for the primary enterprise and those employed by enterprises providing services (leasing or outsourcing companies’ staff).

RQ4: *What are the characteristics of their psychological contract?*

In the case of outsourcing or commission agreements signed with workers presenting lower qualifications (cases A, B, C, D, F), the temporary character of a psychological contract was diagnosed. As has already been mentioned, such contracts are typical in the case of temporary employment, with agency workers (from a temporary employment agency), or outsourced ones. They are mostly signed for a short time, their provisions are usually quite restrictive and do not provide for workers’ protection if their efficiency has decreased or does not meet their employer’s expectations.

The situation is different in the case of specialists involved in projects – leasing personnel or freelancers. Programmers signed contracts based on development with enterprise E. It is continued as long as the work provider can develop through the provision of expert knowledge for an organization. Coaches, on the other hand, entered into an agreement with enterprise F based mainly on development, but partly also based on relationships. Owing to their past relations they continue receiving orders from company F, even though it is not directly justified by economic reasons.

CONCLUSIONS AND LIMITATIONS

The presented research results illustrate the phenomenon indicating that various types of boundaries do not overlap in the area of human resources in an organization. Work providers, employed based on nonstandard employment forms, do not formally represent a given organization's employees. The discussed cases confirm that an entity implementing the process of human resources management does not represent the work provider's employer, which reveals the existing discrepancies between the formal and real boundaries related to the actual management of the employed staff.

The problem of OBHR perception and the feeling of belonging experienced by work providers themselves remain crucial, since they frequently do not identify themselves with their formal employer, but with the enterprise for the benefit of which they provide work, and in particular with the project team they are the members of. Simultaneously, the relations analyzed between the enterprises and the workers providing work for them present, most often, the characteristics of temporary contracts featuring a short time perspective, the absence of protection and a focus on work efficiency.

The presented results go along with the discussion of organizational boundaries. It has already been indicated at the background of transactional costs theory that shifting market transactions to companies results in weakening the incentives responsible for the dependence between results (work efficiency in this case) and remuneration (Williamson, 1998). Moving work providers outside the formal boundaries of an enterprise and the application of temporary contracts allow enterprises to return to market transaction mechanisms in the area of human resources. It has also been indicated that in the case of the enterprises under analysis, human resources management is not related to these resources' formal functioning within organizational boundaries. Freelancers working for an enterprise are, to a small extent, covered by human resources management processes, since they function in an enterprise as independent specialists. Therefore, a conclusion can be put forward that enterprises, while managing human resources or having the effects of work providers at their disposal, are not necessarily willing to become their "owners". This coincides with the considerations about the importance of ownership in terms of defining organizational boundaries. On the one hand, ownership offers the relatively fullest possibility for human resources management and for controlling them,

whereas on the other, it discloses shortcomings such as costs, inefficiency and inflexibility (Alexander, 1999; Karaś, 2000).

The discussed processes can give rise to certain problems of a prosocial nature. The respondents participating in the conducted research were not always aware of the employment mechanisms they were subject to, thus they identified themselves with an enterprise which was not their employer. The blurring of boundaries, their different perception in a formal, real, objective and subjective dimension offer a new perspective for the understanding of such categories as organizational confidence, identification with an enterprise or establishing positive interpersonal relations, and thus can have long-term implications (Barabasz, 2014).

The authors are aware of the limitations resulting from the methodology of the conducted research. The conclusions refer primarily to the organizations covered by the case study method. These findings suggest directions for future research. The need occurs to investigate other factors having an impact on the form of organizational boundaries, such as the size of an enterprise or its organizational culture. It seems well-founded to initiate efforts aimed at the development of a research tool facilitating quantitative research covering organizational boundaries in the area of human resources which should allow for the statistical generalization of research results.

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APPENDIX

Table A1

Characteristics of enterprises covered by the research

	Company A	Company B	Company C	Company D	Company E	Company F
Core business	Tidying and cleaning services	Entertainment business (mainly multiplexes)	Gastronomy and distribution of food products	Residential housing construction	Banking services	Consulting and training
Organizational and legal form	Ltd. Company	Joint Stock Company	Ltd. Company	Ltd. Company	Joint Stock Company	Single business
Employment forms applied in an enterprise	Employment contract Managerial contracts Outsourcing	Employment contract Workers from a temporary employment agency	Employment contract Commission agreement Self-employment	Employment contract Self-employment Outsourcing	Employment contract Personnel leasing	Employment contract Commission agreement Self-employment
Respondents	HR manager Outsourced staff	Manager Temporary workers	President Pizzeria staff (contractors)	Investment manager Construction site manager Construction workers employed by a subcontractor	IT Department manager Programmer Programmer employed in an enterprise – software provider	Project manager Coach

Source: autors' own elaborations