

ORGANISING – STILL AN IMPORTANT FUNCTION OF PRODUCTION MANAGEMENT

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Abstract: Organising is one of the management functions. Without organisational performance, we cannot undertake the realisation of planned intentions. A well-prepared work system operates on a performer in a motivating way and it stimulates correct task execution, for example, production tasks. Organisational studies have their origins on the turn of the 19th and 20th century. From the authors' viewpoint, organisational principles still should be used and implemented equally with modern approaches to management. In the article, the authors remind ground rules based on praxeological "striving for a good job performance", correlating them with a modern idea, which is implemented in Poland's Eastern Neighbours called "Industry 4.0", and research conducted in one of the biggest production companies in Greater Poland [*in Polish: Wielkopolska*, a region of west-central Poland], indicating a need for paying a constant attention to organising processes and production systems.

Paper type: Research Paper

Published online: 30 April 2015

Vol. 5, No. 2, pp. 129-142

ISSN 2083-4942 (Print)

ISSN 2083-4950 (Online)

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Keywords: *organising, organisational principles, organisational problems, Industry 4.0*

1. INTRODUCTION

According to Tadeusz Kotarbiński, “Organisation is the whole, which elements contribute to its success (Kotarbiński, 1969, p. 74). Organising concerns both things (structures) and processes (their course in time and space, choice of technology, obtaining information for management). It is connected with purposeful composition of the system which shows functionality, optimality, harmony, and synergy. These attributes of the organised whole go beyond common assessment of the functioning in the aspect of effectiveness or efficiency.

Contemporary requirements connected with dynamics of economic environment, time pressure, resource limitations and rapid growth in problem complexity (Wyrwicka, 2003, pp. 20-21) have caused that decision-makers rather accepted “outward” orientation, focusing on stakeholders’ reactions and creating a brand (Wyrwicka, 2013, pp. 59-68). Directing attention to environment’s acceptance makes regulatory or adaptive actions controversial as they show a need for correction. Thus, at present abandonment of efforts connected with current creation of jobs, processes, and systems to ensure enterprise’s effectiveness is observable (Rummler & Brache, 2000, p. 15).

Organisation process aims at bringing each element of the enterprise to a condition in which it works effectively, contributes to achieving desired effects through bigger units, and positively affects the environment i.e. work environment which should also be organised. Wrong organisation of work environment causes difficulties in task realisation, resulting in effectiveness decrease. It often awakes willingness in employees to change a job. A problem of excessive staff turnover is connected with costs of training a new employee for the job (apprenticeship costs) and loss of information owned by a person quitting the job. It also shows the level of involvement in business affairs and employees’ loyalty (Filipowicz, 2008, p. 36). Studies in Gallup Organisation have indicated that exactly working conditions (i.e. organisation of a work system) determine the identification of an employee with an institution, and achieved effects resulting from a solid-line manager’s behaviour and management style he adopts, not a company policy or a remuneration system (Stasiuk, 2012, p. 77), (Buckingham & Coffman, 1999/2004, p. 38, 41).

2. ORGANISING AS A MANAGEMENT FUNCTION

2.1. Organisational efficiency

Organising does not appear as an autonomic management function (Penc, 2005, p. 66). Frequently a word “organised” is also perceived as an attribute of a positive and efficient action, which basic values are efficiency, profitableness, and economicalness. Additional meanings of efficiency are accuracy, cleanliness or reliability.

Action connected with organising has to counteract incoherence and disorder. Therefore, realisation of such tasks which lead to indented effect as a goal is regarded as efficient (Kieżun, 1997, p. 18 following: Kotarbiński, 1975). For profitable we can recognise something when a difference between achieved (useful) result and activity costs is positive (Kieżun, 1997, p. 19):

Achieved result > Activity cost ⇒ Activities regarded as profitable

Achieved result = Activity cost ⇒ Activities are (usually) regarded as indifferent in terms of profits

Achieved result < Activity cost ⇒ Activities regarded as unprofitable

Last measure of efficiency of action is economicalness which determines relation of achieved (useful) result to activity costs. If it is more than 1, the activity is economical. However, it is important to mention that in praxeology not only tangible costs but also moral costs are considered.

2.2. Chosen principles of organising

Classicists of the organisation worked out numerous recommendations concerning work organisation. These are principles independent of management organisation. One of them is a principle of labour division. It is based on the assumption which states that when we divide work on small parts and appropriately allocate them to each work station (organisational unit, employee, machine), productivity growth will be achieved. This principle has been questioned many times as productivity growth achieved this way does not always mean the growth of labour efficiency in the broad sense (including cost and quality aspects) (Martyniak, 2001, p. 70).

A different principle is a principle of work concentration. It means joining specialised performers in one group cooperating together. This is supposed to increase useful result worked out by the group (Kieżun, 1997, p. 321).

An assumption according to which effectiveness of organisation is only dependent on its financial and tangible results and human spiritual needs are not important turned out to be untrue (Martyniak, 2001, p. 71). The fact that salary is not the only motivator had been noticed before, the result of which were surveys and questionnaires created by e.g. Gallup Organisation, Cameron and Quinn (More in Wyrwicka, Stasiuk, Drzewiecka, Masadyński, 2011).

A production system is a coherent system. This means that changes in one of its elements can carry changes in its other elements (Kieżun, 1997, p. 16). When organising production systems, this is the attribute that is very often forgotten. In other words, the thing that is not analysed is how a change of one element can influence the whole process realised by the system.

In a case of a production system in large productive systems, its organisation is most often a subject to engineering and mathematical and computer analysis (Kie-

zun, 1997, p. 337). That is why, basic organisational factors having an influence on a large system's behaviour include organisational variables (structures: formal and dynamic, decision-making procedures, structures: informal and non-formal) and stochastic factors (internal and external) (Kieżun, 1997, p. 356).

Kieżun differentiated the following phenomena noticeable during the functioning of large systems (Kieżun, 1997, p. 356):

- Causes and results cannot be directly connected with one another when considering sequences of time and space,
- They show a tendency to definite durability,
- Unplanned success of one subsystem can cause negative results for the whole system,
- Efficiency differences are possible to happen and they result from short-term and long-term assessments,
- Periodic differences between quantities between input and output might happen,
- Numerous feedbacks cause the lack of sensibility to changes of most parameters,
- Phenomena of compensation appear and they are understood as a fact that there can be a decrease of efficiency in one system whereas in another system an increase of efficiency can appear.

When taking into consideration organisational problems in terms of their complexity, the following problems can be distinguished:

- Simple,
- Complex,
- Very complex.

Table 1 List of threats that characterise „a sick company” source: own based on (Kaczmarek, 2006, pp. 130-131)

No.	Symptoms of “a sick company”	Potential problems
1.	Influential executives are in pre-retirement age and they have no incentives to introduce changes. In a result, those who see a need to introduce the changes are perceived as a threat to an existing situation.	- lack of staff renewal in a company what might have consequences to management continuity; - reluctance to introduce changes as it may need to make an effort and be more involved than before; - underestimation of employees who are pro-active, have lots of ideas of changes concerning organisation of processes;
2.	Confidence in leaders in a company is decreasing and leaders' positions and competences are questioned more often	- emergence of a natural leader who is not interested in company's welfare. He is only interested in achieving personal goals with the use of other employees' involvement; - reluctance to show the initiative and come up with own ideas to people who stay “inert”;
3.	Executives do not train the staff not to create competition for them	- lack of access to new knowledge for regular employees what can cause decrease of involvement, out-of-date knowledge among employees; - lack of employees' involvement who do not develop (even if they feel the need) and do not have any promotion prospects;
4.	Employees do not receive information how they are assessed	- reluctance to make the effort and decrease of employees' involvement in longer time period;

	- keeping people who do not try despite the fact that everybody knows these people are counterproductive;
5. Bureaucratised structures hinder running a company business	- hindered possibilities of controlling the organisation and introducing changes in it; - elongated reaction time on appearing problems; - lack of new initiatives from employees caused by their hindered introduction in a company;
6. Internal conflicts in an organisation are increasing	- conflicts cause that employees/divisions create groups that are against one another and energy which could be used for development is wasted for a fight with "an enemy"
7. Gossips and slanders are escalating	- loss of energy for passing unverified information by employees and fighting with gossips and slanders by people who are concerned with them; - information noise that causes chaos in information flow;
8. New employees are left "on their own"	- a long process of training new employees who can learn not only good habits but also bad ones from co-workers when observing them at work; - hindered process of work organisation as it is unknown what kind of skills a new employee has;
9. Awarding employees (bonus payments) is kept a secret	- lack of motivation among employees caused by the lack of feedback concerning the assessment of their work; - reluctance to people who were awarded (as there is no information for what they received a bonus payment); - a possibility of giving bonus payments as a kind of "appreciation" for the work in a wrong way;
10. There is no hurry. A company is immersed in lethargy.	- the atmosphere can cause that people full of willingness to work are quickly leaving a company or starting to work "in slow motion"
11. New ideas are "suffocated" because the management thinks they are the only source of innovations	- employees' reluctance to share their ideas which are doomed; - employees' turnover who have ambitions and are eager to develop;
12. Crucial decisions are made without any consultations with those employees whom they concern or without taking care of anxiety the decisions may cause	- lack of a sense of stability at work which is manifested when employees quit their job and go to other companies; - making decisions without listening to interested parties causes that information concerning a given situation is not complete (a person who is interested in this matter can be best informed);
13. Too much time is passing by between decision-making and decision enforcement	- elongated reaction time in problematic situations; - elongating time of a customer service in the whole process realised by a company; - necessity to maintain bigger supplies of all the resources, materials, semi-finished products, and final goods;
14. Rules and procedures are broken with impunity	- lack of a possibility to manage an organisation in a conscious way; - impunity can cause anarchy among employees; - quitting a job by people who want to work honestly;
15. Company's goals are not clearly defined and its executives have different views on the same issues. The lack of consensus in this matter has a negative influence on the whole company's business.	- lack of shared vision of the organisation's future may result in passing different messages concerning a company's functioning to the employees. In consequence, employees may feel disoriented or they will use the situation in order to achieve their personal goals; - impossibility to implement changes as a compromise is impossible to reach;
16. Employees play a game "it goes beyond my duties", and they perform minimum tasks	- lack of employees' abilities use which results in the fact that employees avoid doing inconvenient tasks or prolong tasks' deadline to maximum; - lack of responsibility for performed tasks; - hindered process of organising process for realisation due to the lack of assigned duties;
17. Tasks and responsibilities are not clearly defined and assigned	- simplification of shifting the responsibility on other people; - lack of possibility to assess employees from assigned tasks; - hindered process of organising for example production caused by a

	necessity to assign tasks to perform each time from the beginning
18. Even secondary decisions are made at the highest management level	management staff exhaustion with the excess of duties and information can result in a higher probability of making mistakes and reluctance to introduce changes (as it is connected with a larger amount of work); - lack of employees' involvement as they have no influence on performed tasks; - elongated time for decision-making;
19. Comments are rare and the management is perceived as inaccessible and "deaf"	- low employees' involvement who might not feel support given for every effort they made for organisation's welfare; - high labour turnover as employees want to do a job which would be appreciated;
20. Employees do not know what is done in other workstations. Moreover, they are not interested in learning about that.	- lack of management continuity, especially organising is made difficult as an effect of lack of information flow (which is very important when a given employee is leaving a job, he is taking a sickness leave or having vacation); - underestimating co-workers' effort in creating an organisation;
21. Meetings at work overrun and they are badly managed. They finish without clear decisions concerning activities that need to be done as a result of the decisions.	- continuous speaking about problems without finding any solutions to them can indicate the lack of the effectiveness of the management ("waiting till the problem solves itself"); - time spent for overrun work meetings without drawing any conclusions and decision-making is wasted and it is not an added value for organisation;
22. Lack of willingness for self-development. Lack of interest in taking part in training courses and in-service trainings	- lack of involvement among people who want to develop which might be a result of excessive turnover in workstations; - slack in organisation which might foreshow crisis of its existence;
23. The Board/Executives react to criticism in a negative way	- lack of submitting remarks by people who see shortcomings and problems what can result in delayed reactions to situations threatening organisation's functioning; - "infallibility" of managers causes that employees do not feel personally responsible for performed tasks;
24. Job resignations and quitting jobs by employees are surprising the management	- high labour turnover might cause problems with management continuity and work organisation; - lack of drawing conclusions from employees' job resignations to keep other valuable employees; - outflow of knowledge and experience from a company;
25. Incompetent employees create a group of dissatisfied people who support one another	- blocking possibilities of changes in a company by incompetent people; - possibilities of strikes (for example work-to-rule) make it difficult to manage the organisation; - draw employees, who want to perform assigned duties, into conflicts
26. Qualified staff turnover is significant	- outflow of knowledge and experience from a company to competing companies; - difficulties with maintaining management continuity and adequate organising processes in a company;
27. A syndrome of mutual recriminations is appearing and it is using an expression "it is not my fault" very often	- lack of calling to account for undone tasks; - reluctance to taking the initiatives by employees;
28. People responsible for staff recruitment choose weak employees in order to maintain status quo being afraid of their work positions	- a difficulty in staff management as employees do not have required knowledge/experience to work at positions on which they were recruited. That is why, company's goals are not achieved. - more experienced employees have an opportunity to leave a company they work in and go to a competing company as they might want to work with competent people;
29. Unreasonably favouring certain people or functions	- underestimation of employees, who do not "enter into a system" but perform assigned duties correctly, might result in the

	<p>lack of their involvement;</p> <ul style="list-style-type: none"> - lack of clear assessment criteria causes that the atmosphere in organisation does not foster taking up new challenges and introducing innovations according to the rule that nobody will ever appreciate this;
30. Quick and cursory “repairs” are used for dealing with current affairs	<ul style="list-style-type: none"> - so called “putting out fires” does not foster management continuity and adequate process organising; - instead of improving processes, an effort is made to realise the processes at all; - not drawing conclusions from current situation, thus, the same mistakes are still made; - wasting the time when searching for solutions during a problematic situation existence instead of preventing its occurrence;
31. Lack of positive reactions in regard to people who return from trainings that improve qualifications. Lack of promotion prospects	<ul style="list-style-type: none"> - reluctance to improving qualifications by employees what might result in the lack of innovativeness in a company in a longer time period; - technological slack of a company; - the atmosphere that does not foster changes and implementation of new ideas;
32. Underestimated and frustrated employees look for a job in competing companies where they achieve successes	<ul style="list-style-type: none"> - outflow of knowledge and experience from a company; - revealing company’s know-how to competitors; - a necessity to accustom new employees and run long-lasting recruitment processes;
33. Personnel that decide to stay in the company feel underestimated what has a negative effect on the quality of their job	<ul style="list-style-type: none"> - lack of involvement in tasks performed by employees; - a difficulty with processes organisation as labour efficiency is at low and non-established level; - willingness to change a job;
34. Cutting costs is introduced without a justification in an unexpected way	<ul style="list-style-type: none"> - high turnover of employees who are “unsure of their future”; - difficulties connected with financing the organisation of processes and their changes; - leaving projects of changes caused by the lack of their continuity of funding;
35. Managers do not take care of a good atmosphere around the personnel	<ul style="list-style-type: none"> - high turnover of employees who want to self-develop and be satisfied with a job they do; - lack of involvement in the realisation of a common undertaking which is a continuity of organisation functioning;
36. Huge waste of time appears	<ul style="list-style-type: none"> - a problem with adequate organisation of processes (estimating processes’ duration and availability of resources); - lack of competitiveness on the market;
37. Inefficient employees are not burdened with work and they explain their work schedule with the fact that they cannot be trusted	<ul style="list-style-type: none"> - involved and ambitious employees are burdened with work because they can be trusted; - reluctance to taking up the initiatives which is caused by the fact that it is pointless “not to keep in line” as it threatens with excess of duties;
38. Finances (profits) obscure problems with a company’s development	<ul style="list-style-type: none"> - all kinds of expressions of activity are “killed” without any explanations that there are no financial resources for them; - short-term approach to saving as a possibility to increase profits causes problems in organising processes (introducing apparent savings);
39. Basic tasks are not assigned to specific people	<ul style="list-style-type: none"> - lack of ascribed responsibility causes a trouble with assessing employees from assigned duties; - providing a possibility to “dodge” by people not involved in their job; - problems with organising the processes caused by the lack of clear scope of duties;
40. Organisational structure does not allow for promotion prospects	<ul style="list-style-type: none"> - when a company is treated as a place where you can gain skills and then leave for a competing company to work one’s way up, it means high labour turnover;

	- lack of involvement among employees who do not see opportunities for personal development and promotion prospects in a company;
41. Formalised structure limits effectiveness	- hindered implementation of new solutions which impedes a company's development; - lack of employees' involvement who do not want to "break through" inflexible framework of the organisation;
42. Intolerance destroys human relationship according to a bad rule "be just like me, and you will be fine"	- lack of diversity in company's teams which blocks innovativeness ("not jumping the gun"); - lack of trust among employees caused by the reluctance to show one's own ideas and intentions;
43. Employees set their business above company's business whereas a correct approach is that a company's business is all employees' business	- each employee look at a company's business taking own business into account instead of building a community which would result in a positive atmosphere in a company and employees' involvement in assigned tasks; - wasting company's assets for own business; - problems with organising the processes and their management as an effect of problems with ubiquitous private interest;
44. Company's internal policy is not compatible with its operational interest	- not realising processes indispensable to performing company's basic activities due to the fact that "procedures provide otherwise"; - financial loss caused by downtime, for example downtime in production; - lack of employees' involvement who must "fight" against internal procedures instead of focusing on performing basic duties;
45. People who do not have professional knowledge and skills work in a company what impedes its development	- hiding incompetence by employees with a method of avoiding certain tasks ("it is not my task to do", "it is not my fault"); - lack of involvement of people who have professional knowledge and skills which results in excessive labour turnover; - difficulties in organising the processes realised in a company caused by the lack of competent employees and inability to assess their skills;
46. Job titles which sound proud are used inside and outside a company as an attempt to hide incompetence and forthcoming disaster.	- internal fight for job titles wastes energy which could be used for a company's welfare; - lack of people to work – everybody feels competent to manage the others.

They are reflected in lists of symptoms of "enterprise's disorders" (Table 1). In a subject literature "Ryzyko i zarządzanie ryzykiem. Ujęcie interdyscyplinarne" ["Risk and risk management. Interdisciplinary approach"] (2006, pp. 130-131), Kaczmarek differentiated a list of threats to the company that runs a commercial and production activity. These are 46 symptoms of "a sick company" included in Table 1. The authors have also distinguished exemplary potential problems which can be the effect of identified situations.

A concept of „a company's health" is connected with an organic metaphor and it emphasises the fact that people's traits of character as basic and causative elements of the organisation are transferred on teams or technical and social systems. A company's health has been defined since 1980s as an organisation's ability to continuing self-regulation which is goal-oriented to detect contrary relations in a social system and to make plans concerning necessary changes (Beer, 1980). This approach used for production systems pays attention to the need of their careful formation and maintenance in "right condition".

2.3. Industry 4.0 as a new approach to production systems organisation

At present industry heads for breakthrough which has resulted from shorter cycles of innovativeness, increasing changeability and bigger customisation of products. Simultaneously, chains of value generation have been evolving in the net. The Internet, which is a base that makes it easier to get things, services and data, is obtaining a name of a key infrastructure of another industrial revolution. Poland's Eastern Neighbours have already announced that the year of 2013 will serve to take up a subject matter of "Industrie 4.0" in order to protect and develop "a traditional German core of industry and its well-established international position". It has been noticed that the Internet is "a steam engine" of the 21st century. Just like inventing a real steam engine was a signal to outbreak of the first industrial revolution in the 18th century, dissemination of the Internet gave an impulse to another fourth industrial revolution. Thus, the name of "Industrie 4.0" is used.

An Idea of the 4th Generation Industry is a philosophical view determining an intelligent production, extended cooperation between devices working in different standards and problem-free information flow (<http://www.profibus.org.pl/>). This approach also includes a concept of sustainable development i.e. equivalence of economic, social and ecological criteria.

It is predicted that "Przemysł 4. Generacji" ["Industry 4. Generation"] will cause the growth of production automation which consists in communication of generating devices with each other, the effect of which are supposed to be goods adjusted to users' individual preferences. These changes have already been noticed, however, in the context of the nearest decade this evolution should adopt a global character. This implies the growth of requirements which enable the implementation of "Industrie 4.0" together with a need of verification and change in management methods and a logistics coordination of the whole process. The mentioned effect ought to be products manufactured in short series sold at the price of goods manufactured at large scale. Moreover, entrepreneurs are going to come into possession of machines adjusted to their specific needs and specificities of businesses they run. In addition, the machines are more effective than present solutions. Through task decentralisation, it is planned to decrease the use of resources and energy by a quarter and production costs by a half. Giant factories might go down in history. It is predicted that small companies will dominate. They will be located close to each other. Semi-finished products with the use of containers will be transported between the small companies. Thanks to that, it is assumed that industry being less dependable on human work will lower costs connected with functioning of the organisation.

Predictions described above are based on observations of the present where currently contents displayed in the Internet for various recipients differ from each other as they are adjusted to customers' individual preferences. People, who study and implement the idea of "Industrie 4.0", think that soon there will be a similar situation with particular goods. This will be achieved thanks to order processing. It will start from observations of potential recipient's behaviours. Next, conclusions will be sent

to a factory what will allow for introducing necessary changes in a production process (Industry 4.0 i.e. a new reality in production; <http://centrumpr.pl/artykul/przemysl-4-0-czyli-nowa-rzeczywistosc-w-produkcji,48295.html>).

An idea of "Industrie 4.0" will also be raised on 39th German Congress of Industrial Engineering which is held on the initiative of REFA-Bundesverband e.V., Verband für Arbeitsgestaltung, Betriebsorganisation und Unternehmensentwicklung. In the article which promotes the event, the attention is paid to a growing number of new ideas for management improvement in industry which should be based on a process of organisational formation of production systems what is frequently forgotten when striving after continuous improvement (Fecht, 2013, p. 4).

3. CASE STUDY

Within problem identification in organising production systems in Poland, preliminary studies were conducted with the use of a list proposed by Kaczmarek (Table 1). Issues distinguished in the studies were a basis to formulate issues raised by the authors of the article in studies concerning the functioning of an examined organisation.

An examined organisation is one of the big companies functioning in an automotive branch having its customers all over the world. When analysing the data, we can acknowledge that despite a long and stable functioning on the market, a company is still developing either in a product aspect or a number of employees.

Within a conducted face-to-face interview, from 20% of employees working in a department which deals with production management and own observations in an analysed company, signs of inappropriate situations that appear in a company were noticed (Table 2). The most important problems were included in a group consisting of 12 issues that constitute threats. According to this group, potential results, which might have a negative influence on the functioning of an organisation and a production system, have been determined (Stasiuk & Werner- Lewandowska, 2013, p. 520). Within the analyses, the threats were divided into three main groups of problems connected with:

- The functioning of a company,
- Involvement and employee appraisal,
- Above-average staff turnover.

Symptoms presented above have a negative influence on the functioning of a company and organisation of a production system. It is worth to consider that it is a part of research that is why, indications mentioned above might turn out to be a part of the problems that an examined organisation has. Despite their identification, it is also necessary, in order to manage an organisation in a conscious way, to identify causes of the problems and recognise possibilities of eliminating/minimising their results.

In the analysed company which managerial staff is aspiring to perform a function of a leader in a branch, it is necessary to stop emerging of internal conflicts as they

negatively influence in a direct and indirect way the realisation of a production system and in a result a customer service. Take for example, a process of planning and organising the manufacture frequently can be encumbered with a high risk of errors which appeared due to a problem of ensuring qualified staff. This is a potential result of employees' "outflow" to competition. The employees are experienced but underestimated in the examined company and discouraged by internal conflicts.

Table 2 Identified threats and their potential results in a chosen company

No.	Symptoms	Potential threats in the scope of the functioning of an organisation and a production system
THE FUNCTIONING OF A COMPANY		
1.	Internal conflicts are increasing	- lack of strictly defined direction in which a company follows, - uncertain future of an organisation and inside the organisation, - a problem with unequivocal decision-making and implementation of solutions;
2.	Cutting costs is introduced without a justification in an unexpected way	- dissatisfaction and reluctance to supervisors and senior management, - lack of stability either financial or professional, - vehemence of changes (financial cuts) and lack of their justification lead to people's unwillingness to be involved in preformed tasks;
INVOLVEMENT AND EMPLOYEE APPRAISAL		
3.	Employees do not receive information how they are assessed	- organising production is based on employees minimal abilities as the lack of job appraisal causes the lack of responsibility for performed tasks (lack of settlement for an approach to duties), - employees do not have a feedback what kind of tasks they perform correctly and what tasks should be refined, - lack of involvement in self-development as an effect of the lack of efforts appreciation (if efforts are not noticed, it is pointless to make any effort);
4.	Tasks and responsibilities are not clearly defined and assigned	- extending the time which is indispensable to solve problems concerning looking for people who are responsible for a given problem (or one of its elements), - lack of strict tasks division during their performance, - simplifying the use of a tactic according to which employees do not want to perform inconvenient tasks and take up difficult but necessary decisions;
5.	Employees perform minimum tasks and explain that realisation of a given task is beyond their duties	- unpopular but necessary tasks which nobody wants to do, in a result, time of its realisation extends, - a problem with assigning the responsibility or a lack of responsibility for just realised tasks, - difficult and troublesome tasks might be assigned to people who do not have qualifications to perform them, for example, for newly employed workers as they still will not get into the habit of avoiding assigned duties, - people, who care about their job, are overworked;
6.	Inefficient employees are not burdened with work and they explain their work schedule with the fact that they cannot be trusted when it comes to correct performance of important activities	- ineffective employees do not feel obliged to introduce changes in their behaviour as they are not punished for that. When they see overworked co-workers, they treat the fact that they are not burdened with difficult tasks as an award, - lack of taking disciplinary actions for undone tasks might cause chain reactions connected with a growing lack of involvement at other employees, - reliable employees are burdened with the most important and urgent cases what causes that they have an excessive workload. Moreover, this situation influences the quality of performed tasks and perception of one's own place in an organisation;
7.	A syndrome of mutual recriminations which means frequent use of an expression "it is not my fault"	- lack of identification of disruptions which appear due to the reasons dependent on an employee and which are a resultant of a few different factors, - a problem with taking disciplinary actions for assigned tasks;

8.	Personnel that decide to stay in the company feel underestimated what has a negative effect on the quality of their job	<ul style="list-style-type: none"> - an opinion among the employees has appeared that minimum involvement is enough to still work in a company, - willingness to leave a company by those ambitious employees who still remain in it and who are specialists in their fields, - work is done in inaccurate and unreliable way and it repeatedly requires to provide a lot of corrections;
9.	Lack of positive reactions in regard to people who return from trainings that improve qualifications. Lack of promotion prospects	<ul style="list-style-type: none"> - reluctance to gain new knowledge and personal and professional experience, - lack of promotion prospects causes the willingness among the employees to change a company they work in, - despite self-improvement programmes that are in progress in a company, there is a lack of willingness to take up new challenges, look for new solutions concerning products and production;
ABOVE-AVERAGE STAFF TURNOVER		
10.	Job resignations and quitting jobs by employees are surprising the management	<ul style="list-style-type: none"> - a problem with exact planning and realisation of production, - mutual lack of trust between an employer and an employee, - opinions among the employees that it is necessary to hand in a resignation in order to get a pay rise proposal;
11.	High turnover of qualified employees	<ul style="list-style-type: none"> - costs of educating a specialist who will decide to advance his/her career in another organisation and costs of finding a new employee who will take place of the previous one and finally costs of implementing a new employee, - a process of organising production encumbered with an error which is caused by incomplete information (for example, about new employees' experience, their skills), - incorrect realisation of production and extending its duration;
12.	Underestimated and frustrated employees look for a job in competing companies where they achieve successes	<ul style="list-style-type: none"> - a problem with "knowledge outflow" and making it accessible to competition, - new ideas are made accessible to competition at a low cost, - costs of educating a specialist who decided to advance his/her career in another organisation, - a process of organising production encumbered with an error which is caused by incomplete information (for example, about new employees' experience, their skills), - incorrect realisation of production and extending its duration; - information that is spread on the market about the fact that specialists are leaving a company more often than they are employed in it (a negative corporate image in a longer time period).

In the context of willingness to be pro-active and oriented on continuous self-improvement, a need to go back to organisational sciences is noticed within which at first a good organisation of space and work processes would be taken care of. Identified problems, to a large extent, could be minimised with the use of praxeological sciences "about a good job". Thus, a current situation needs to be properly planned and organised which means that a production process should be properly ordered and there ought to be a job evaluation and a clear and reliable employee appraisal, and also a broadly considered production management. It is even more important that in the context of highly customised production identified in the examined company, each order is practically a separate project which needs newer processes' planning and organising, the effect of which should be a product made for individually configured order.

Considering a tendency in production which Poland's Eastern Neighbours want to introduce, it seems even more legitimate to pay attention to organisational sciences return. As it was emphasised in the results of the research, the idea of Industry 4th Generation cannot achieve success if a production still needs to be improved in order to eliminate its problems so called "put out fires" and it will not be a constant development which would mean to look in the future ahead of the competition, a kind of innovativeness. Only

“healthy” organisations can take part in a marathon, the effect of which is supposed to be a position of a leader in a branch and its maintenance in time satisfactory to managers.

4. CONCLUSION

When organising production systems, entrepreneurs and people responsible for that are looking for modern solutions in this area which would ensure competitiveness in an examined segment of global economy. They frequently support themselves with knowledge taken from organisational sciences, just like in the example of an idea “Industry 4.0” presented in the article which is based on division of labour. Unfortunately, it is often forgotten that organisational sciences are not only a certain set of rules, but also they indicate that it is a human who makes it possible for each system to function. Although people are difficult to “be organised”, they are the only recipients of goods provided by the system. Moreover, it is difficult to “programme” a human in a global and quickly changing reality. Therefore, it is worth to pay attention not only to organisational rules that are known, but go deeper when looking for information, which was a premise and a basis when the rules were formed. Only this in juxtaposition with problems identification in a company allows for organising systems and processes which are realised by those systems.

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BIOGRAPHICAL NOTES

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Due to the confluence of the two faculties, her main scientific interest has been born which is risk management in production systems, and in this area she conducts her research. She is an author of a several publications concerning risk management in production systems, logistics, and production management.

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