

# **The role of the employees in a corporation - two different perspectives**

ANNA PACHEL

Faculty of International Business, WSB Academy, 41-300 Dąbrowa Górnicza, POLAND  
and  
Faculty of Finance and Accounting, University of Economics, 40-287 Katowice, POLAND

RUI ALEXANDRE CASTANHO

Faculty of Applied Sciences, WSB University, 41-300 Dąbrowa Górnicza, POLAND  
and  
Universidad Internacional de La Rioja, Avenida de la Paz, 137, 26006 Logroño, La Rioja,  
Facultad Humanidades y Ciencias Sociales, SPAIN

*Abstract:* Corporate governance is a very significant concept, however, there is another factor, which affects the profitability of corporations with equal importance - the employee. Research in this area helps to increase such awareness and to fulfill everyday needs in order to improve the functioning of many entities. In this regard, the study uses a sample that comprises 100 employees (50 from corporations and 50 from small companies). Through direct research tools such as questionnaires, this article shows more insights into the described matter. Different perspectives enable readers to create the full view. Most respondents prefer to work at small companies, nevertheless, corporations also have strong points. The study results may be used as a practical application for a wide range of people - from regular employees to managers and CEOs to create modern entities based on developed management and a practical approach towards an employee.

*Key-Words:* Corporation; Corporate Governance; Company; Employees; Corporate Management.

Received: July 22, 2021. Revised: December 7, 2021. Accepted: December 20, 2021.

# 1. Introduction

Prototypes of the current corporations were medieval cities, cloisters, and universities as counterbalances for absolute royal authority. The unique character of these entities was based on independence. First corporations were created in England and the Netherlands at the beginning of the XVII century [1]. Nowadays, listed companies are big, more complex enterprises than they were before. The other aspect that has changed is the type of shareholders. Currently, shareholders are diversified and more dispersed [1].

Presenting the main aspects of corporate property, its genesis, development, and types it is necessary to understand a concept of corporate governance, which is connected with the relationship between the management board, supervisory board, business partners, shareholders, and other stakeholders. It allows the creation of the primary aims and funds to achieve them [2]. Good corporate governance should properly motivate the management board to act efficiently and beneficially [3]. It is also essential to economies with a business background and assures the success for entrepreneurs [4]. Effective corporate governance controls problems and creates a balance between the shareholder and the manager [4].

General presentation of corporate governance is connected with whole relationships between stakeholders of the entity and creating value for all of them. They can be presented equally or based on their significance [5]. It can also be described as an integrated set of internal and external control mechanisms, which eases conflicts between managers and stakeholders due to the border between ownership and control [6]. Corporate governance theory is a discipline connected with microeconomy, law, accounting, psychology, sociology, and politics, which aims to find adequate mechanisms, and solutions [7]. From a legal perspective, corporate governance is defined as a chain of institutions regulated by the Company Law, labor legislation, and financial market regulations. However, in economic aspects, it is a mechanism that connects the interests of managers and shareholders [8]. There are a few essential functions of corporate governance [9]: a) choosing the company's management board; b) managing during crises; c) revision of decisions and results; d) analyzing external influences. The consequence of disjunction of ownership and monitoring is losing control by owners and gaining control by managers

[10]. The aspect of the risk division is also crucial. Different approaches following the risk are based on different employment conditions [11].

The new perspective, according to stakeholders, was created in the second half of the XX century. It is the opposite of the traditional concept, and it refers to the interests of employees, creditors, suppliers, clients, and local society [12]. They should cooperate by long-term contracts and participate in the process of decision-making based on trust and ethical standards [13]. The presented aspect is very often divided into two groups: orthodox and unorthodox theories. Orthodox theories describe the intra-corporate processes and notices, which are connected with management and control activities. Unorthodox theories present corporate governance as a social phenomenon rather than a business point of view [14].

One of the most crucial elements of an enterprise's resources is human capital, and its significant components are the competent, skilled managers and the Board, which help to gain experts' knowledge in various fields and branches of the business, the possibility of rebuilding good relations with valid partners and making decisions for the future [5]. In general, the interests of the entity are presented as an employees' collective [15]. Numerous analyses of economic reality and many types of research in corporate governance confirm that supervision of internal and external mechanisms is helpful in management [16]. One of the external mechanisms is the capital market, a very significant element of corporate governance. Its influence is evident when the company needs external sources of financing [17].

The compensation committee concentrates on the activities connected with preparing the principles of emolument for Board members. The main tasks of this entity are to present propositions, recommendations and help with monitoring the whole process. Thereby, tasks among the audit committee concerns, e.g., monitoring the financial information presented by the company and control system overview. It also reviews the accounting procedures, policies, and controls systems [18]. The chosen Board selects and controls the managers' actions and should represent the interests of shareholders and society. It also determines the strategic goals for the company [19]. M. Mace described a severe discord between formal and actual tasks of the Board. The Theory assumes that

the Board does not get involved in strategic decision-making independent of managers [20]. Without enough knowledge and competencies it is impossible to, e.g., determine main aims or formulate a proper strategy. Therefore, managers make all decisions, and the Board's engagement rises only during crisis circumstances [5]. The annual general meeting is one of the most important instruments to ensure high-quality corporate governance, where shareholders can present their rights [21]. Also, following human resources leads to satisfactory performance and more significant profits [22].

Corporate governance in Japanese companies is based on the monistic system. Employees have to identify with the company and its values. It is often a challenge to balance work and private life, especially for creative, disobedient employees and for people who appreciate a positive atmosphere at work more than the competition [23]. On the other hand, companies serve all groups of interest in European countries and compromise for different issues. Corporate governance aims to keep the balance and cooperation between shareholders and managers [24].

A significant influence on the employees' role in corporate governance and its development has the stakeholders theory. It claims that the company's primary aim is to balance different groups of interests, and the managers' decisions should be based not only on enterprise's, but also on stakeholders' issues [25]. The rising popularity of the stakeholder's theory caused more discussions about employees' influence on strategic decisions [26]. Many experiences present this impact and its importance, e.g., Netherlands, British and American. In the Netherlands, there is a developed system of employees' functioning within corporate governance. It is connected with a few management rules, e.g., making decisions by consultations, which improves the quality, choosing a responsible way of running a business and planning based on debates [25].

These principles present the need for employees' contribution to a company's matters. Corporate governance and human resources management issues are fundamental aspects of modern management, which affect its long-term development [27]. The other important aspect is creating the participatory enterprise as the management instrument, which allows managers to involve employees in the company's problems. It can lead to strengthening their position [28]. The British experience is connected with the Employee Share

Ownership Plan. It is a kind of workers' partnership characterized by shares distributed between employees without any costs. These solutions were created in Great Britain in the 1980s. In the American experience, the proposed solution for balanced development includes employees in the system of decision-making. It is the source of their satisfaction and company's development, which is more critical for them than for the shareholders. There are strategies to broaden the employees' interests perspective, e.g., encouraging the directors and shareholders to support employees' issues and positive changes [29]. The second aspect that affects the employees' engagement is corporate culture. Over the years, more and more managers are becoming aware of the importance of employees' roles. However, this process still has to be improved [30]. The need for employees' participation within corporate governance is presented in many countries all over the world, e.g., Asia, where competition increases effectiveness. The latest research shows that their involvement should be wider due to the decisive importance of human capital [25].

The active role of the employees is presented also in Germany, where the law obliged employers to create the proper conditions for the employees in the management process [31]. This model is presented in a control-market economy and is based on ownership concentration and developed training systems. Also, in Japan, the employees have many possibilities and procedures to impact the company [16]. Employed people have certain expectations, which are more precise for more qualified and experienced staff. As a result, the most crucial issues are satisfying salary and stable employment, representing physiological and safety needs [32]. The members of the Board are aware of these requirements and try to use regulatory mechanisms and procedures to reconcile the interests [7]. There are many advantages connected with working in a corporation, e.g., satisfying salary and medical support. One of the most important aspects is to create an individual path for each employee and offer stability [33]. However, there is also a concept of foreign standards of working and corporate culture, which present a specific mission. Despite many positive aspects, not every person can work in such an environment [34]. There is no uniform definition of a small company. Because it is difficult to distinguish it from a medium company, it is easier to name this group as small and medium entities. Working in a small company has different

characteristics than employment in a big corporation [35].

There are many opinions that corporations can give more opportunities for self-development than small companies. Nevertheless, this kind of employment also has advantages [36]: a) less strict rules; b) possibility of a more fitted team; c) diversified tasks; d) individual influence on a company's matters.

A significant difference, which still takes place in some entities, is an element of the employee management system. In corporations, there is mostly a manager whose primary purpose is to fulfill the company's goals and achieve efficient results. However, in small companies, the leader is in charge as a team member and aims for a beneficial environment for employees [37]. Nowadays, the difference between leaders' and managers' roles is becoming less clear [37]. Managers have to learn new skills and develop their abilities, e.g., inspiring employees. It is all connected with the needs and predisposition of the team and also challenging for management to engage employees [38].

## 2. Methodology

Contextually, to present the role of the employees within two different types of enterprises (big entities - corporations and small companies) two surveys have been created with the same set of questions. Thereby, it was possible to show two perspectives according to this aspect. This type of study has been chosen due to the current COVID-19 pandemic, as it seems to be the safest way to do the research and gather the answers. The interviewees are 100 people from Central Europe (Poland) - 50 people for each survey, aged 21-47, who work in corporations or small companies. The questionnaires have been shared for two months: March - April. Both surveys consist of 15 questions, and they have been divided into three groups: essential questions, professional questions, and more personal questions. The first group is connected with the age of the respondents, which is presented as an open question and with their gender. Next, there are presented professional questions according to: work experience, the possibility of acting independently at

work, boss's support, the effectiveness of the employee management, perspectives for a promotion, impact of employee's decisions, involvement in company's issues, work atmosphere and quality of bonds between colleagues. The last group of questions is personal questions connected with: thoughts about quitting a job, level of stress/pressure during work, reasons for applying for this particular job and priorities (choice between satisfying salary and good work atmosphere).

### 2.1. Data treatment

After all data from both surveys had been collected the adequate tools were used. In the first phase, all tables, which illustrate the answers, have been presented and divided into sets of two tables from both perspectives (corporations and small companies) for each question. The analysis of the results provided by the IBM SPSS Statistics program and own observations have been presented in the tables and described in the text. After this stage, there will be discussion, which will lead to certain conclusions in the main topic of research - the role of the employees in two different perspectives. During the last phase, all aspects will be gathered and presented as final comments. Subsequently, practical solutions after gaining experience from current research will be proposed to improve incoming considerations in this field. Essential aspects of sharing the knowledge will also be the study limitations and helpful advice, which make similar surveys more effective in the future.

## 3. Results

After gathering all data from both surveys, it is possible to present the results.

Tables 1 and 2 show the age of the interviewees. In the research concerning employees of the corporations, they are 21-38 years old, mainly 23-27. After further analysis, the median age is 26.

The age of interviewees from small companies is more varied, as the youngest interviewee is 22 years old and the oldest - 47 years old. More comprehensive analysis shows that the median age is 29.

**Table 1.** The age of the interviewees (corporations)

Ratio	%
Mean	26.76
Median	26.00
Std. Deviation	3.706
Range	17
Minimum	21
Maximum	38
Total	50

Source: Own elaboration

**Table 2.** The age of the interviewees (small companies)

Ratio	%
Mean	30.46
Median	29.00
Std. Deviation	5.793
Range	25
Minimum	22
Maximum	47
Total	50

Source: Own elaboration

Tables 3 and 4 concern the gender of interviewees. Survey has shown that 26 men and 24 women, who work in corporations, took part in the research. The difference between men and women

in small companies is slightly more significant than in corporations, as 29 men and 21 women were involved in the survey.

**Table 3.** The gender of the interviewees (corporations)

Gender	No.	%
Male	26	52.0
Female	24	48.0
Total	50	100.0

Source: Own elaboration

**Table 4.** The gender of the interviewees (small companies)

Gender	No.	%
Male	29	58.0
Female	21	42.0
Total	50	100.0

Source: Own elaboration

Next two tables (Tables 5 and 6) present the work experience of the employees. Most of them (44%) have medium experience in corporations, as they work for over a year but not longer than three years. The answers of the rest interviewees are divided into two halves - 28% work less than a year, and 28% have work experience longer than three years. After collating two factors: sex and work experience, the results show that more men than women work less than one year and more women than men work more than a year. Vast experience -

over three years have equal amounts of men and women.

In small companies, employees have more extensive work experience - over three years (52%). The rest of the results are not much smaller, as they have been working for over a year (44%). Only 4% have been working less than a year. The collation of sex and work experience shows that not many men and women work less than a year. However, more men than women have more extended work experience (1-3 years and more than three years).

**Table 5.** The work experience (corporations)

Work experience	No.	%
less than 1 year	14	28.0
1-3 years	22	44.0

more than 3 years	14	28.0
Total	50	100.0

Work experience	Male	Female	Total
less than 1 year	9	5	14
1-3 years	10	12	22
more than 3 years	7	7	14
Total	26	24	50

Source: Own elaboration

**Table 6.** The work experience (small companies)

Work experience	No.	%
less than 1 year	2	4.0
1-3 years	22	44.0
more than 3 years	26	52.0
Total	50	100.0

Work experience	Male	Female	Total
less than 1 year	1	1	2
1-3 years	12	10	22
more than 3 years	16	10	26
Total	29	21	50

Source: Own elaboration

The following Tables 7 and 8 present the possibility of making independent decisions at work. However, more than 50% of interviewees (54%) from corporations answered that they could do it after the boss's approval. 30% of employees prefer to follow the given instructions, and 16% almost always can make fully independent decisions.

Employees from small companies have more freedom to make decisions at work. 58% of them can decide independently almost always. 34% of interviewees answered that they have to ask their boss, and only 2% prefer to follow the given instructions. A small part of this group (6%) answered that they cannot make decisions independently.

**Table 7.** The independence aspect (corporations)

Independence	No.	%
Yes, but I have to consult it with my boss	27	54.0
I think I can, but I prefer to follow the given instructions	15	30.0
Yes, almost always	8	16.0
Total	50	100.0

Source: Own elaboration

**Table 8.** The independence aspect (small companies)

Independence	No.	%
Yes, almost always	29	58.0
Yes, but I have to consult it with my boss	17	34.0
I think I can, but I prefer to follow the given instructions	1	2.0
No, I can not	3	6.0
Total	50	100.0

Source: Own elaboration

The next presented aspect is the boss's support. Most corporation employees (52%), who took part in the survey, think there is no time for the

individual approach. 38% feel the individual support entirely, and 10% are afraid to ask for help (Table 9).

**Table 9.** The individual support aspect (corporations)

Individual support	No.	%
I think there is no time for individual approach	26	52.0
Yes, definitely	19	38.0
I am afraid to ask for a support	5	10.0
Total	50	100.0

Source: Own elaboration



In small companies, most interviewees (82%) submitted that the boss offers individual support. Only 14% answered that in their opinion,

there is no time for individual support and 4% are afraid to ask for help (Table 10).

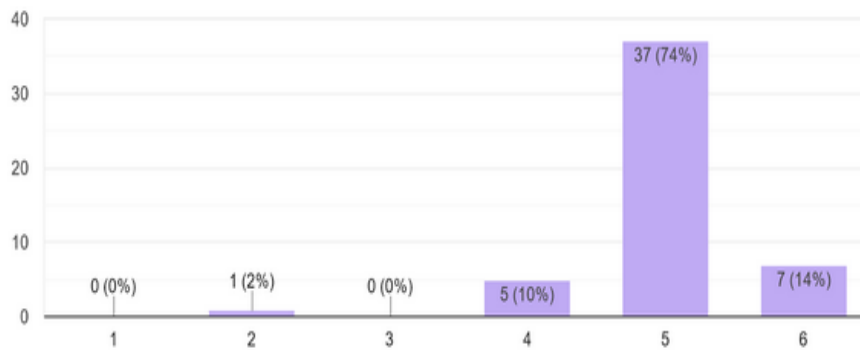
**Table 10.** The individual support aspect (small companies)

Individual support	No.	%
Yes, definitely	41	82.0
I think there is no time for individual approach	7	14.0
I am afraid to ask for a support	2	4.0
Total	50	100.0

Source: Own elaboration

Another question is connected with the effectiveness of employee management. The most common answer among corporations is 5, which means very good (74%). Next is 6 - excellent (14%).

For 10% of interviewees, this type of management is at level 4 - good. Only one person thinks that this process is in bad condition (level 2) (Figure 1).

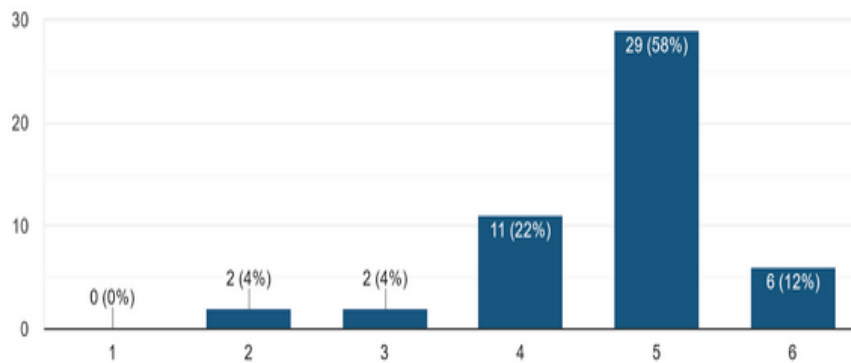


**Figure 1.** The effectiveness of employee management (corporations)

Source: Own elaboration

In small companies, the scale is more varied. 58% of employees think that the employee management has a very good quality, 12% gave the

highest score, and 22% graded it as a process on a good level. There are also interviewees who gave medium (4%) and bad (4%) marks (Figure 2).



**Figure 2.** The effectiveness of employee management (small companies)

Source: Own elaboration

Table 11 shows the link with promotion perspectives. Employees in corporations are primarily satisfied with their job (46%). Nevertheless, they are not informed whether the

promotion is possible. 40% of interviewees are sure that the promotion will take place in the near future. Only 14% are aware that it is unreachable at this moment.

**Table 11.** The promotion perspectives (corporations)

Promotion	No.	%
I am satisfied with my work, however my promotion is not possible at this moment	23	46.0
Yes, in the near future	20	40.0
I think it is unreachable for this moment	7	14.0
Total	50	100.0

Source: Own elaboration

In small companies, the results are less varied. 44% of employees expect the promotion soon, 42% are satisfied with their work but do not

know the exact time of this process, and 14% are not prepared yet (Table 12).

**Table 12.** The promotion perspectives (small companies)

Promotion	No.	%
Yes, in the near future	22	44.0

I am satisfied with my work, however my promotion is not possible at this moment	21	42.0
I think it is unreachable for this moment	7	14.0
Total	50	100.0

Source: Own elaboration

Table 13 is related to the decisions' impact. In corporations, most employees (80%) think that their decisions improve the company's functioning in

some situations. 18% believe that they have a substantial impact and only 2% answered that in their opinion, these decisions bring nothing.

**Table 13.** The impact of the decisions (corporations)

Impact of the decisions	No.	%
Sometimes my decisions improve the functioning of the company	40	80.0
My decisions have a strong impact on the company's development	9	18.0
I think my decisions bring nothing to the company	1	2.0
Total	50	100.0

Source: Own elaboration

Half of the interviewees who work in small companies answered that their decisions improve the company's functioning sometimes and 44% think

that making decisions will substantially impact the enterprise. Only 6% have the opinion that their decisions are useless (Table 14).

**Table 14.** The impact of the decisions (small companies)

Impact of the decisions	No.	%
Sometimes my decisions improve the functioning of the company	25	50.0
My decisions have a strong impact on the company's development	22	44.0
I think my decisions bring nothing to the company	3	6.0
Total	50	100.0

Source: Own elaboration

Table 15 presents the frequency of the new, helpful solutions proposed by the employees. 80% of

interviewees among corporations admitted that they sometimes make suggestions, and 20% do it often.

**Table 15.** New solutions presented (corporations)

New solutions	No.	%
Sometimes I suggest my solutions	40	80.0
Yes, I often present my point of view	10	20.0
Total	50	100.0

Source: Own elaboration

In small companies, this aspect is the opposite. Most employees present their solutions often (54%), and fewer do it sometimes (42%). 4%

prefer to do their work and not be inventive (Table 16).

**Table 16.** New solutions presented (small companies)

New solutions	No.	%
Yes, I often present my point of view	27	54.0
Sometimes I suggest my solutions	21	42.0
I prefer to stay quiet and do my work	2	4.0
Total	50	100.0

Source: Own elaboration

The work atmosphere is one of the essential aspects. Mostly, the corporation employees (46%) answered that it could be better. 30% admit that there

are arguments sometimes, and 22% described it as very friendly. 2% presented the atmosphere as tight and stressful (Table 17).

**Table 17.** Work atmosphere (corporations)

Work atmosphere	No.	%
It could be better	23	46.0
Mostly positive, sometimes there are some arguments between colleagues	15	30.0

Very friendly	11	22.0
Tight and stressful	1	2.0
Total	50	100.0

Source: Own elaboration

Most interviewees from small companies answered that the atmosphere at their work is very friendly (74%). 20% think that it is positive.

However, arguments occur sometimes. Only 6% perceive the atmosphere as tight and stressful and as it could be better (Table 18).

**Table 18.** Work atmosphere (small companies)

Work atmosphere	No.	%
Very friendly	37	74.0
Tight and stressful	2	4.0
Mostly positive, sometimes there are some arguments between colleagues	10	20.0
It could be better	1	2.0
Total	50	100.0

Source: Own elaboration

A second important aspect is a bond between colleagues. In corporations, 62% of employees have good bonds but only during work (e.g., during lunch). 22% have very friendly relations

as they meet even after work, and 16% do not have any bond aside from work (cooperation during common projects) (Table 19).

**Table 19.** Bonds with colleagues (corporations)

Bonds with colleagues	No.	%
Sometimes, during break, we go out for lunch together	31	62.0
Yes, we have friendly relations, even after work	11	22.0
No, we just cooperate in accordance with the common projects	8	16.0
Total	50	100.0

Source: Own elaboration

In small companies, this aspect is more optimistic, as most employees have a friendly bond with colleagues - 46% during work and 44% after

work. 10% cooperate only during projects (Table 20).

**Table 20.** Bonds with colleagues (small companies)

Bonds with colleagues	No.	%
Sometimes, during break, we go out for lunch together	23	46.0
Yes, we have friendly relations, even after work	22	44.0
No, we just cooperate in accordance with the common projects	5	10.0
Total	50	100.0

Source: Own elaboration

Table 21 shows the problem connected with a thought about changing a current job. In corporations, 58% consider it sometimes, 20%

approximately once a month, 14% almost every day, and only 8% have never thought about it.

**Table 21.** Thought about changing a job (corporations)

Thought about changing a job	No	%
Sometimes	29	58.0
Approximately once a month	10	20.0
Almost every day	7	14.0
I have never thought about it	4	8.0
Total	50	100.0

Source: Own elaboration

In small companies, the situation is different. Most interviewees answered that they had never thought about it (58%). 36% consider it

sometimes, and only 6% think about it approximately once a month or almost daily (Table 22).

**Table 22.** Thought about changing a job (small companies)

Thought about changing a job	No.	%
I have never thought about it	29	58.0
Sometimes	18	36.0
Approximately once a month	2	4.0
Almost every day	1	2.0
Total	50	100.0

Source: Own elaboration

The next question in the research is about pressure/stress at work. According to employees' answers among corporations, more than half (54%)

feel pressure/stress during work. 42% feel these emotions sometimes, and 4% have never felt them (Table 23).

**Table 23.** Pressure/stress aspect (corporations)

Pressure/stress	No.	%
Yes	27	54.0
Sometimes	21	42.0
No	2	4.0
Total	50	100.0

Source: Own elaboration

In small companies, only 2% of the employees have to deal with pressure/stress. 60% of

them feel it sometimes, and 38% are free of such emotions (Table 24).

**Table 24.** Pressure/stress aspect (small companies)

Pressure/stress	No.	%
Sometimes	30	60.0
No	19	38.0

Yes	1	2.0
Total	50	100.0

Source: Own elaboration

Table 25 presents the reason for starting a job. In corporations, the most important is money (54%). For 34% of interviewees it has been a dream

job, and 8% decided to start working in the current place due to positive opinions. Only 4% wanted to have the same duties as at previous work.

**Table 25.** Reason to start a current job (corporations)

Reason to start a current job	No.	%
Money	27	54.0
It has been my dream for years	17	34.0
Positive opinions	4	8.0
Similar duties as at my previous work	2	4.0
Total	50	100.0

Source: Own elaboration

In small companies, the determinant of starting a job was mostly the positive opinions (40%). 28% of interviewees treat current work like a

dream. Then 16% chose it due to similar duties. Only 14% started their current job due to money and 2% due to localization (Table 26).

**Table 26.** Reason to start a current job (small companies)

Reason to start a current job	No.	%
Positive opinions	20	40.0
It has been my dream for years	14	28.0
Similar duties as at my previous work	8	16.0
Money	7	14.0
Localization	1	2.0
Total	50	100.0

Source: Own elaboration



Next, the employees were asked to choose between a satisfying salary and a positive, friendly atmosphere. In corporations, 74% answered that the

most important aspect is a positive atmosphere. The rest of the interviewees (26%) prefer a satisfying salary (Table 27).

**Table 27.** Choice between salary and atmosphere (corporations)

Salary vs. atmosphere	No.	%
Positive, friendly atmosphere	37	74.0
Satisfying salary	13	26.0
Total	50	100.0

Source: Own elaboration

Interviewees from small companies had similar opinions. 70% think that a positive, friendly

atmosphere is more important and 30% chose the satisfying salary (Table 28).

**Table 28.** Choice between salary and atmosphere (small companies)

Salary vs. atmosphere	No.	%
Positive, friendly atmosphere	35	70.0
Satisfying salary	15	30.0
Total	50	100.0

Source: Own elaboration

In order to summarize much of the above-mentioned information, the following table was developed (Table 29).

**Table 29.** Summing up crucial results - two different perspectives

Name	Characteristics	Corporation	Small company
Independence during decision-making process	the most common answer (%)	Yes, after consultations with boss (54%)	Yes, almost always (58%)
Individual support	the most common answer (%)	No time for individual support (52%)	Yes, definitely (82%)
Employee management effectiveness	highest mark	5 - very good (74%)	5 - very good (58%)
Promotion perspectives	the most common answer (%)	The employee is satisfied with his/her	Yes, in the near future (44%)

		work, however the promotion is not possible yet (46%)	
Impact of decisions	the most common answer (%)	Sometimes they improve the functioning of the company (80%)	Sometimes they improve the functioning of the company (50%)
Proposing new solutions	the most common answer (%)	Sometimes (80%)	Often (54%)
Work atmosphere	the most common answer (%)	It could be better (46%)	Very friendly (74%)
Bonds with colleagues	the most common answer (%)	Joint lunch (62%)	Joint lunch (46%)
Thoughts about job changing	the most common answer (%)	Sometimes (58%)	Never (58%)
Stress/pressure presence	the most common answer (%)	Yes (54%)	Sometimes (60%)
Reason to start a job	the most common answer (%)	Money (54%)	Positive opinions (40%)
Choice between salary and atmosphere	the most common answer (%)	Positive atmosphere (74%)	Positive atmosphere (70%)

Source: Own elaboration

#### 4. Discussion, conclusions and final remarks

The results in connection to age, gender, work experience, and other answers connected with the employees' opinions about their work have been described in the previous chapter. They have been presented both for corporations and for small companies to compare both perspectives. After that part, it is necessary to develop the main focus of the study, which is the corporation and the employees' aspect. Contextually, to create a discussion in such an area, it will be helpful to use research in similar topics. It will allow building a full view based on obtained results in this research and comparing them with existing data.

The first research is connected with the topics such as compensation, leadership, work-life balance, and work atmosphere. They are all classified as the factors of job performance, which affect employees' motivation and improve their work [39]. Based on the current results, the most important will be data from leadership, working conditions, and compensation. The results in the field of leadership show that employees present their bosses

as friendly people, who keep positive relations with employees. Nevertheless, they can manage them, gain their respect and encourage them to be better [39]. The results from the study show that 52% of employees think that there is no time for the boss's support. It might be caused by the lack of personal contact with the leader due to many meetings or the number of employees in the organization. The next aspect applies to work conditions. The employees in that research answered that their performance is not dependent on this factor [39].

It can be helpful with analyzing the results obtained throughout the study, as 46% of interviewees think that the work atmosphere could be better. Employees might treat the atmosphere as an essential factor for their performance level, as 58% of corporate employees think about changing a job sometimes, 20% once a month, and 14% almost every day. Also, stress/pressure can be linked to this problem. As the results show - 54% of employees admit that they feel stressed at work. Such results might be partly the reason for worse performance, however, the numbers should not be so high in a healthy work environment. It is necessary to have more comprehensive knowledge about factors that

affect the employees' satisfaction at work to avoid frequent retention [40].

The last aspect is the salary. In the quote research, the salary level is a neutral or negative factor for employees' performance [39]. However, different effects have been presented. More than 50% of interviewees answered that the reason they chose their current job was money. It might be one of the main reasons to keep the job, because more than half of the employees are satisfied with their job even though their opinions about the work atmosphere are not favorable.

All the above factors affect the employees' performance in some way. It can be visible in the answers to the questions about the employees' opinion about the impact of their decisions and proposing new solutions. These results show that 80% of interviewees think that their decisions sometimes improve the functioning of the company and 80% of them propose new solutions. It is strongly connected with corporate policy, compensation performance, and the influence on employees' functioning.

Another significant aspect is the connection between work atmosphere and job satisfaction. In similar research, the main aim was to present the impact of, e.g., workplace and career development on job satisfaction. It shows that the correlation between these concepts is robust and significant [41]. Through the study, more than half of corporation employees are satisfied with their job. Nevertheless, 46% answered that the work atmosphere could be better.

On the other hand, following the relations with colleagues, which also affect the work atmosphere - 62% answered that they eat lunch together to define their relations as positive or even friendly. In another corresponding field - promotion - 46% of interviewees answered that they are satisfied with their work. Nonetheless, the promotion is not possible yet. It can be caused by low self-esteem and not presenting the actual situation. Overall factors, which create a level of job satisfaction, e.g., relations, promotion, and atmosphere at work, are statistically high, even if the aspect of salary is not considered.

In conclusion, the above results from other research enable us to analyze the employee's aspect in corporations from a broader perspective and to observe the employee's importance for the corporate environment. After such a comparison, it is possible to say that this data presents an optimistic view, even

though the results are worse than those concerning small companies.

The process of developing world corporations is stimulated by the competition mechanisms observed on the global markets. It is necessary to coordinate all the segments and their specific functions to keep the significant position [42]. Nowadays, the employee's aspect among corporations is still less important than the strategic management level, which is very high. However, the increasing awareness about the employees' impact on the functioning and prospering of the company helps with continuous improvements and changes in this significant area.

## 5. Practical Implications

The practical perspective, created after the final research results about employees' aspect among corporations and small companies, can determine the path for the future work conditions. Due to that, not only the corporate governance will be the strong point of the corporations, but also the employees' well-being, which will reduce employment rotation. It will increase competitiveness and provide good quality due to experienced and trained employees. This research also shows that nowadays, employees are more aware of their value. This phenomenon occurs from both sides, as the employers appreciate them and rely not only on well-performing corporate governance.

In order to match the competition, it is necessary to base on the employees' role among small companies, their substantial contribution and combine it with the corporate mechanisms. It is not an easy process, however it will create more profitable entities connected with business efficiency, human engagement, and intuition. The current research presents the main aspects that may be considered while making such a combination.

## 6. Study Limitations and Further Research Lines

The research has been performed based on 50 people working in corporations and 50 people working in small companies. They were mainly Polish citizens, so the area of research was limited to Central Europe. There is the possibility that the situation in small companies and corporations is different in other countries or continents.

Another critical limitation might be the sample size. Still, it was enough to obtain

satisfactory results. Moreover, the sixteen research areas chosen by the authors are limited and might not present the full image of the described issue. However, it allows broadening the current research and results with more factors, a larger sample size, and interviewees from various countries in the future.

## Acknowledgements

**Funding:** This research was partially funded by the program of the Minister of Science and Higher Education titled "Regional Initiative of Excellence" in 2019-2022, project number 018/RID/2018/19, the amount of funding PLN 10 788 423,16.

## References

- [1]. Jeżak, J. Ład korporacyjny. Doświadczenie światowe oraz kierunki rozwoju (2010); ISBN: 978-83-255-1915-5; p.36,45
- [2]. Stępień, M. Nadzór korporacyjny-perspektywa międzynarodowa (2016); <http://cejsh.icm.edu.pl/cejsh/element/bwmeta1.element.cejsh-d7957bd1-2b97-4eb4-950f-c9db36f42af5/c/19.pdf> [date of access: 28.09.2021]
- [3]. Dobija, D.; Koładkiewicz I. Ład korporacyjny (2010); ISBN: 978-83-264-1167-0; p.16
- [4]. Khan, H. A literature review of Corporate Governance (2011); <http://www.ipedr.com/vol25/1-ICEME2011-A10015.pdf> [date of access: 28.09.2021]
- [5]. Jerzemowska, M. Nadzór korporacyjny (2002); ISBN: 83-208-1382-4; p.25,28-29
- [6]. Mesjasz, C. Przegląd teoretycznych koncepcji nadzoru korporacyjnego (2006); <https://r.uek.krakow.pl/bitstream/123456789/2622/1/113455882.pdf> [date of access: 28.09.2021]
- [7]. Rudolf, S. Tendencje zmian w nadzorze korporacyjnym (2006); ISBN: 83-7171-932-9; p.33, 436-437
- [8]. Żabski, Ł., Istota i cele nadzoru korporacyjnego w spółkach komunalnych (2014); [bwmeta1.element.desklight-578d9e06-28c5-43ad-acf0-3e8e51c17f7f](http://bwmeta1.element.desklight-578d9e06-28c5-43ad-acf0-3e8e51c17f7f) [date of access: 28.09.2021]
- [9]. Rudolf, S.; Janusz, T.; Stos, D.; Urbanek, P. Efektywny nadzór korporacyjny (2002); ISBN: 83-208-1377-8; p.31-32
- [10]. Demirag, I.; Sudarsanam, S.; Wright, M. Corporate Governance: overview and research agenda (2000); <https://doi.org/10.1006/bare.2000.0146> [date of access: 28.09.2021]
- [11]. Matyszczyk, K. Rozwój nadzoru korporacyjnego w Polsce (2017); [bwmeta1.element.desklight-4727a09e-5e55-48d8-929a-c7e7ed0ba6f1](http://bwmeta1.element.desklight-4727a09e-5e55-48d8-929a-c7e7ed0ba6f1) [date of access: 28.09.2021]
- [12]. Magier-Łakomy, E.; Boguszewicz-Kreft, M.; Dworak, J. Relacje przedsiębiorstwa z interesariuszami (2014); ISBN: 978-83-7556-685-7; p.28
- [13]. O'Sullivan, M. "Contests for corporate control" (2000); ISBN: 9780199244867; p.52
- [14]. Adamska, A.; Mesjasz, C.; Urbanek, P. Teorie ładu korporacyjnego (2016); ISBN: 978-83-8088-342-0; p. 52-53
- [15]. Lis, K.; Sterniczuk, H. Nadzór korporacyjny (2005); ISBN: 8389355833; p.138
- [16]. Aluchna, M. Mechanizmy corporate governance w spółkach giełdowych (2007); ISBN: 978-83-7378-273-0; p.127-129; 186
- [17]. Koładkiewicz, I. Nadzór korporacyjny - perspektywa międzynarodowa; TIN: T00134570; p.54
- [18]. Charkham, J. Keeping the good company; ISBN: 019828828X; p.345
- [19]. Demb, A.; Neubauer, F. Rada nadzorcza: czym jest i jaka jest jej odpowiedzialność; ISBN: 8301134283; p.22
- [20]. L'Huillier, B. What does 'corporate governance' actually mean? (2014); DOI: 10.1108/CG-10-2012-0073

- [21]. John, K.; Makhija, A. *International corporate governance* (2011); ISBN: 0857249150; p.89
- [22]. Athmen, B.; Samia, B. *The Importance of Human Resources in Corporate Governance* (2017); DOI: 10.2478/mjss-2018-0086
- [23]. Sinior, M. *Kariera w dużych korporacjach*; <https://wuplodz.praca.gov.pl/documents/58203/838490/Kariera%20w%20duzych%20korporacjach.pdf/46bd44c0-a49c-4215-86a6-1abe34caf369?t=1406647025000> [date of access: 28.09.2021]
- [24]. Castrillón, M. *The concept of corporate governance* (2021); DOI: <https://doi.org/10.36995/j.visiondefuturo.2021.25.02R.005.en>
- [25]. Rudolf, S. *Miejsce i rola interesariuszy pracowniczych w corporate governance* (2014); [http://cejsh.icm.edu.pl/cejsh/element/bwm-eta1.element.desklight-8b5cae3e-200b-4289-8cae-46a29e9b1bc0/c/Miejsce\\_i\\_rola\\_interesariuszy\\_pracowniczych\\_w\\_corporate\\_governance.pdf](http://cejsh.icm.edu.pl/cejsh/element/bwm-eta1.element.desklight-8b5cae3e-200b-4289-8cae-46a29e9b1bc0/c/Miejsce_i_rola_interesariuszy_pracowniczych_w_corporate_governance.pdf) [date of access: 28.09.2021]
- [26]. Friedman, A.; Miles S. *Stakeholders : theory and practice* (2006); ISBN: 0199269874; p.34
- [27]. Oyewunmi, O.; Osibanjo, O.; Falola, H.; Olujobi, O. *Optimization by Integration: A Corporate Governance and Human Resource Management Dimension* (2017); [https://www.researchgate.net/publication/312576433\\_Optimization\\_by\\_Integration\\_A\\_Corporate\\_Governance\\_and\\_Human\\_Resource\\_Management\\_Dimension](https://www.researchgate.net/publication/312576433_Optimization_by_Integration_A_Corporate_Governance_and_Human_Resource_Management_Dimension) [date of access: 28.09.2021]
- [28]. Lipka, A.; Winnicka, A.; Acedański, J. *Lojalność pracownika: od diagnozy typów lojalności pracowników do Zarządzania Relacjami z Pracownikami* (2012); ISBN: 978-83-7641-628 p.48
- [29]. Daniecki, W. *Podmiotowe uczestnictwo w zarządzaniu*; ISBN: 839104890X; p.58
- [30]. Baehr, J. *Companies with employee participation*; p.82
- [31]. Guest, D.; Isaksson, K.; De Witte, H. *Employment contracts, psychological contracts, and employee well - being : an international study* (2010); DOI:10.1093/acprof:oso/9780199542697.001.0001
- [32]. Dale, M.; Wójcik, L. *Skuteczna rekrutacja i selekcja pracowników* (2012); ISBN: 978-83-264-5304-5; p.52
- [33]. Ingram, T. *Zarządzanie talentami : teoria dla praktyki zarządzania zasobami ludzkimi* (2011); ISBN: 978-83-208-1962-5; p.45
- [34]. Sikorski, J. *Korporacje międzynarodowe*; OCLC: 15057076; p.41
- [35]. Sidor-Rządkowska, M. *Zarządzanie personelem w małej firmie* (2019); ISBN: 978-83-8187-251-5; p.15
- [36]. Niemyjska, J. *Praca w małej firmie czy w korporacji?*; <https://zielonalinia.gov.pl/praca-w-malej-firmie-czy-w-korporacji-42771> [date of access: 28.09.2021]
- [37]. Grzesik, K.; Piwowar-Sulej, K. *Kierownik projektu - menedżer czy przywódca?* (2013); [https://depot.ceon.pl/bitstream/handle/123456789/10110/Grzesik\\_Kierownik\\_projektu\\_menedzer\\_czy\\_przywodca\\_2013.pdf?s-quence=1](https://depot.ceon.pl/bitstream/handle/123456789/10110/Grzesik_Kierownik_projektu_menedzer_czy_przywodca_2013.pdf?s-quence=1) [date of access: 28.09.2021]
- [38]. Ram, P.; Prabhakar, G. *The role of employee engagement in work-related outcomes* (2011); DOI: 10.13189/aeb.2015.030602
- [39]. Khan, M.; Jabbar, M. *Determinants of Employees Performance in Corporate Sector: Case of an Emerging Market* (2013); DOI:10.5430/bmr.v2n3p25
- [40]. Naz, S.; Li C.; Nisar, Q.; Khan, M.; Ahmad, N.; Anwar, F. *A Study in the Relationship Between Supportive Work Environment and Employee Retention: Role of Organizational Commitment and Person–Organization Fit as Mediators* (2020); <https://doi.org/10.1177/2158244020924694>

[41]. Ashraf, M. The mediating role of work atmosphere in the relationship between supervisor cooperation, career growth and job satisfaction (2019); DOI:10.1108/JWL-12-2017-0113

[42]. Ziolo, Z. Procesy kształtowania się światowych korporacji i ich wpływ na otoczenie (2009); <http://cejsh.icm.edu.pl/cejsh/element/bwmeta1.element.desklight-ae613f47-f806-4cde-a0fb-829a7d7bc887/c/488-1479-1-PB.pdf>  
[date of access: 28.09.2021]

## **Creative Commons Attribution License 4.0 (Attribution 4.0 International, CC BY 4.0)**

This article is published under the terms of the Creative Commons Attribution License 4.0  
[https://creativecommons.org/licenses/by/4.0/deed.en\\_US](https://creativecommons.org/licenses/by/4.0/deed.en_US)