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# **ORGANIZATION AND MANAGEMENT OF WORKSTATIONS IN SOCIAL ENTERPRISES. THE CASE OF AN OCCUPATIONAL ACTIVATION COMPANY**

**ORGANIZACJA I ZARZĄDZANIE STANOWISKAMI  
PRACY W PRZEDSIĘBIORSTWACH SPOŁECZNYCH.  
PRZYPADEK ZAKŁADU AKTYWIZACJI ZAWODOWEJ**

**Abstract:** People with disabilities in Poland can work in the open and protected labour market. Enterprises that offer work on the protected labour market are social enterprises, which include, among others, professional activation companies (PAC). PACs are created to employ people with different levels of disability, which form a bridge between a closed and open labour market. People with disabilities are ready to work in the open labour market after finishing work in PAC. The aim of the article is to assess the organization and management of workplaces for people with disabilities in a vocational activation plant which operates on the local market in Czeszochowa. The application is based on the results of own research, which was conducted in 2019.

**Keywords:** social enterprise, professional activation company, management of workstations

**Streszczenie:** Osoby niepełnosprawne w Polsce mogą pracować na otwartym oraz na chronionym rynku pracy. Przedsiębiorstwa, które oferują pracę na chronionym rynku pracy, to przedsiębiorstwa społeczne, do których zalicza się m.in. zakłady aktywizacji zawodowej (ZAZ). ZAZ utworzone są w celu zatrudnienia osób z różnym poziomem niepełnosprawności. Stanowią one pomost między zamkniętym a otwartym rynkiem pracy. Osoby niepełnosprawne po zakończeniu pracy w ZAZ są gotowe do pracy na otwartym rynku pracy. Celem artykułu jest ocena organizacji i zarządzania stanowiskami pracy dla osób z niepełnosprawnościami w zakładzie aktywizacji zawodowej, który funkcjonuje na lokalnym rynku w Częstochowie. Wnioskowanie opiera się na wynikach badań własnych, które przeprowadzone zostały w 2019 roku.

**Słowa kluczowe:** przedsiębiorstwo społeczne, zakład aktywizacji zawodowej, zarządzanie stanowiskami pracy

## Introduction

The life of people with disabilities requires adaptation to the requirements of the material and social environment. This process should be two-sided, and the environment should be adapted to the living needs of people with disabilities<sup>1</sup>. In the social dimension, disability is considered to be a limitation of the possibility of performing customary social roles and the consequences of this phenomenon, such a role being, among others, that of an employee. Professional work of people with disabilities brings measurable benefits, on the one hand improving their quality of life (in psychological and economic terms), and on the other hand reducing the costs of disability for the whole society. People with disabilities in Poland can work in a protected and open labour market. Companies that offer jobs to people with disabilities in the protected labour market are social enterprises, which include, among others, the Labour Force Survey. The task of PAC is to activate, help, teach and develop special habits of disabled people with special illnesses in order to train them to work in the open market.

<sup>1</sup> E. Rutkowska (ed.), *Pracownik z niepełnosprawnością*, Norbertinum, Lublin 2007, p. 5.

The aim of the article is to assess the organization and management of workplaces for people with disabilities in a vocational activation plant. The conclusions in the article are based on the results of own research (case study). In 2019, the study was carried out in Czeszowa's professional activation plant "YAVA", which is a social enterprise efficiently operating in the local market.

## 1. The essence of social enterprise

The term "social enterprise" is not clearly defined in the literature. According to the definition, 'undertaking' is aimed at achieving and maximising profit, i.e. the entrepreneur acts in his or her own interest, and society in turn means an activity which benefits society as a whole<sup>2</sup>. Brdulak and Florczak<sup>3</sup> presents a definition of a social enterprise which states that it is an economic activity which sets itself strictly social objectives and which reinvests its surpluses according to those objectives in the activity or in the community instead of being guided by the need to make maximum profit for shareholders or owners. In 2006, the definition of a social enterprise was modified and therefore the term "social enterprise" no longer refers only to non-profit organizations and the charitable mission became a social mission. The main<sup>4</sup> features of a social enterprise can be counted first and foremost<sup>5</sup>:

- priority of individual and social goals over profit,
- taking economic risks,
- open and voluntary membership,
- democratic control of members,
- limited distribution of profits,
- independence from public authorities,
- hiring paid staff.

In turn, the basic functions that social enterprises should perform include<sup>6</sup>:

- professional and social activation of people at risk of exclusion, for whom actions of public institutions aimed at activation are ineffective,
- enabling the improvement of professional qualifications as integration and reintegration into the labour market,
- actions for the disabled, their rehabilitation and adaptation to the labour market.

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2 J. Filek, *Garść rozważań wokół problematyki przedsiębiorstwa społecznego*, „Ekonomia Społeczna” 2008, No. 2(3), p. 13.

3 J. Brdulak, E. Florczak, *Przedsiębiorstwo społeczne w teorii ekonomii*, „Zeszyty Naukowe. Współczesne problemy ekonomiczne” 2012, nr 4, p. 127-145.

4 Ibidem.

5 P. Szymański, W. Zarzycki, *Zakładanie i prowadzenie przedsiębiorstwa społecznego*, Fundacja Pomocy Wzajemnej Barka, Poznań 2010, p. 4.

6 T. Schimanek, *Przedsiębiorstwo społeczne*, [in:] *Przedsiębiorstwo społeczne w działaniu*, WYG International Sp. z o.o. Warszawa 2009, p. 4-6.

As Hausner<sup>7</sup> points out, the social enterprise is located between private sector and third sector (Figure 1).

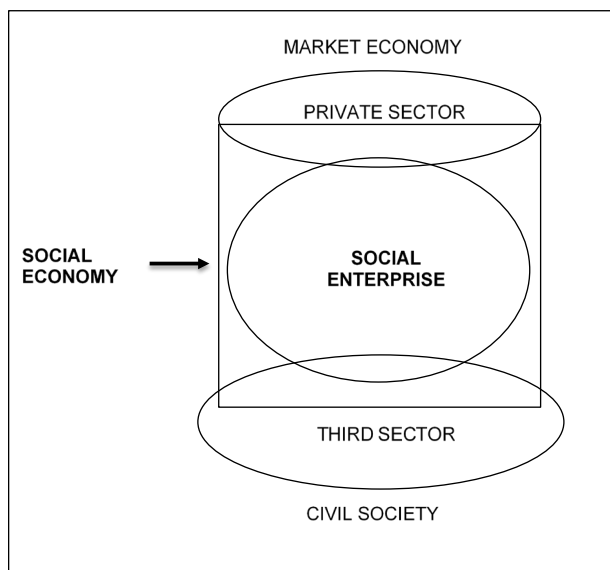


Figure 1. Systematic location of social enterprise in the economy

Rysunek 1. Systemowe usytuowanie przedsiębiorstwa społecznego w gospodarce

Source: J. Hausner, *Przedsiębiorstwo społeczne w Polsce. Teoria i praktyka*, MSAPUE, Kraków 2008, p. 10.

E. Leś<sup>8</sup> underlines that social enterprises are often perceived as a subgroup of social economy that is market-oriented, but at the same time it is an institutional response of third sector organizations to problems related to financing activities by such organizations. It can therefore be concluded, in line with the literature review, that the aim of social enterprises is to achieve economic balance through a successful combination of market and non-market-based sources of finance, as well as non-monetary resources in the process of running a business and managing such organizations.

In Poland, the group of social enterprises includes entities which conduct their activities on the basis of separate legal regulations, among which they stand out<sup>9</sup>:

- labour cooperatives,
- social cooperatives,
- business activities carried out by foundations and associations,
- social integration clubs,

<sup>7</sup> J. Hausner, *Przedsiębiorstwo społeczne w Polsce. Teoria i praktyka*, MSAPUE, Kraków 2008, p. 10.

<sup>8</sup> E. Leś, *Nowa ekonomia społeczna. Wybrane koncepcje*, „Trzeci Sektor” 2000, No. 2, p. 36-37.

<sup>9</sup> P. Szymański, W. Zarzycki, *Zakładanie i prowadzenie przedsiębiorstwa...*, p. 6-8.

- the center of social integration,
- sheltered workshops,
- the companies of professional activity.

## 2. Establishments of professional activity in Poland

The vocational activity establishment (PAC) is a financially and organizationally separate unit which operates on the basis of Art. 29 and 68c (2) of the Act of 27 August 1997 on Vocational and Social Rehabilitation and Employment of Persons with Disabilities (Dz.U. 2018, Item 511). Vocational activation centers are established to employ people with disabilities with a significant degree of disability and people with moderate disability, mental illness, autism and mental impairment. Through vocational rehabilitation, vocational activity establishments prepare people with disabilities for independent living and active life. People working for PAC are paid. The main objective of occupational activity establishments is to activate disabled employees through work and rehabilitation<sup>10</sup>.

Occupational activity establishments are a relatively new form of activity whose aim is to provide vocational rehabilitation of disabled people. In the original assumption, occupational activation plants were to fill the gap in the rehabilitation system. They were to be a bridge between occupational therapy workshops and an open and protected labour market for people with disabilities. The first facility of this type in Poland was established in 2000<sup>11</sup>.

According to the Ordinance<sup>12</sup>, the programme team of PAC is obliged to develop together with the participants of PAC their individual vocational and social rehabilitation programmes in order to achieve an optimal level of participation of these people in social and professional life. The effects of their rehabilitation should be monitored at least once a year. In the case of people with disabilities who have already reached a sufficient level of social and professional competence, the possibility of employing this person with a new employer is assessed. Based on this plan, PAC should support people with disabilities to find suitable employment.

PACs can be created by: municipalities, powiat, association, foundation and other organization. Professional activation companies are required to<sup>13</sup>:

10 M. Świerczyński, *Niepełnosprawni – rehabilitacja zawodowa i społeczna. Stan prawny na dzień 1 stycznia 2006 r. Poznaj swoje prawa*, Łódź 2006, p. 45.

11 B. Nieradko-Iwanicka, J. Iwanicki, *Zakłady aktywności zawodowej. Rola w systemie rehabilitacji zawodowej osób niepełnosprawnych i perspektywy dalszego rozwoju*, „Problemy Higieny i Epidemiologii” 2010, No. 91(2), p. 329-331.

12 Rozporządzenie Ministra Pracy i Polityki Społecznej z dnia 17 lipca 2012 r. w sprawie zakładów aktywności zawodowej, Dz.U. 2012, poz. 850.

13 Ibidem.

- employing at least 70% of people with disabilities in relation to the total number of all employees, including people with a significant degree of disability, people with a moderate degree of disability who have been diagnosed with a mental illness, autism or mental disability, with particular emphasis on people referred from occupational therapy workshops (the employment rate of this group cannot exceed 35%),

- create a company activity fund,

meet the conditions for the adaptation of rooms and facilities used, workstations by PAC to the regulations and rules of health and safety at work and take into account the needs of persons employed in the company in terms of adaptation of communication routes, toilets, canteens, etc.,

- get a positive opinion of the starost about the need to create such a unit.

The occupational activity establishments, in the Polish vocational rehabilitation system, should be an intermediate link between Social Enterprises and the open labour market. The basic aim of PAC is therefore to prepare people with disabilities (with a significant and moderate degree of disability) to function independently in society and work<sup>14</sup>.

The number of new jobs is influenced by various factors, including legal, financial and organizational bases, which unfortunately change frequently. Therefore, the number of these entities has increased slightly in recent years.

At the end of the first half of 2019, 118 enterprises were active in Poland (Table 1), where a total of 6927 people found employment. There were 5,253 employees in this type of companies -people with disabilities, including 3,639 employees with special illnesses. It can be determined that the share of people with disabilities in total employment in the companies of economic activity was 75.8%<sup>15</sup>.

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14 A. Barczyński, *Aktywizacja zawodowa osób niepełnosprawnych w przekroju terytorialnym*, „Studia Ekonomiczne” 2013, No. 134, p. 43-45; B. Nieradko-Iwanicka, J. Iwanicki, *Zakłady aktywności zawodowej...*, p. 329-331.

15 <http://niepelnosprawni.gov.pl/p,85,dane-dotyczace-zakladow-aktywnosci-zawodowej> [access: 25.11.2019].

Table 1. Number of professional activation companies in Poland in 2017-2019

Tabela 1. Liczba zakładów aktywizacji zawodowej w Polsce w latach 2017-2019

Voivodeship	Number of enterprises		
	2019	2018	2017
Lower Silesia	6	6	6
Kuyavia-Pomerania	9	9	9
Lublin	8	8	7
Lubusz	2	2	2
Lodz	7	7	7
Lesser Poland	10	10	10
Masovian	9	8	8
Opole	2	2	2
Subcarpathia	13	12	13
Podlaskie	5	5	4
Pomerania	2	2	2
Silesia	14	14	13
Swietokrzyskie	4	4	4
Warmia-Masuria	9	9	8
Greater Poland	9	9	9
West Pomerania	9	9	4
Total	118	116	108

Source: own study based on data from the Office of the Government Plenipotentiary for Disabled Persons, <http://niepełnosprawni.gov.pl/p,85,dane-dotyczace-zakladow-aktywnosci-zawodowej> [access: 25.11.2019].

On the basis of the data contained in Table 1, it can be concluded that the number of economic activation establishments in Poland in the years 2017-2019 increased slightly. In comparison to 2017, the number of such enterprises in 2019 increased by 9.3%, i.e. by 10 enterprises (PAC).

Table 2. Employment in the companies of economic activity in Poland in 2017-2019  
 Tabela 2. Zatrudnienie w zakładach aktywności zawodowej w Polsce w latach 2017-2019

Voivodeship	2019		2018		2017	
	Employment Overall	Total number of disabled people	Employment Overall	Total number of disabled people	Employment Overall	Total number of disabled people
Lower Silesia	385	298	387	299	367	282
Kuyavia-Pomerania	498	388	491	388	468	367
Lublin	401	305	388	296	352	269
Lubusz	58	42	57	42	57	42
Lodz	299	225	285	217	264	200
Lesser Poland	502	397	477	377	445	350
Masovian	365	274	326	245	333	251
Opole	141	112	140	112	139	112
Subcarpathia	944	715	891	668	765	582
Podlaskie	216	158	207	152	158	119
Pomerania	159	118	155	115	156	118
Silesia	860	669	854	660	813	615
Swietokrzyskie	261	192	257	200	254	198
Warmia-Masuria	412	303	402	295	367	270
Greater Poland	627	473	622	472	628	469
West Pomerania	798	583	727	531	415	303
Total	6 927	5 253	6 663	5 069	5 983	4 547

Source: own study based on data from the Office of the Government Plenipotentiary for Disabled Persons, <http://niepelnosprawni.gov.pl/p,85,dane-dotyczace-zakladow-aktywnosci-zawodowej> [access: 25.11.2019].

On the basis of the data contained in Table 2, it can be concluded that the number of people employed in economic activation plants increased over the analysed period, i.e. from 5,983 to 6,927 people in total in 2017-2019. Thus, the increase in the number of people employed was 15.8%. The number of employees with disabilities also increased in vocational activation centres between 2017-2019, according to data from the Office of the Government Plenipotentiary for Disabled Persons, the number of people with disabilities in PAC increased from 4,547 to 5,253, i.e. by 15.5 per cent in 2019 in relation to 2017. Thus, the increase in both the total number of employees in vocational activation centres and the number of people with disabilities employed increased at a similar level.



The review of literature shows that PACs are not fulfilling the role of an instrument for the entry of disabled people into the protected and open labour market to a small extent. This is due to the fact that the costs of setting up and maintaining businesses are constantly rising, which in turn does not translate significantly into the transition of disabled people to a protected and open labour market. Additionally, the creation of new entities of this type is slowed down or completely inhibited as a result of legal, organizational and financial changes taking place<sup>16</sup>.

#### 4. Organization of workstations for people with disabilities

There is no ideal definition of disability. There are too many diseases and types of disability and therefore there is no uniform definition of a disabled person<sup>17</sup>. According to the Act, disability is the inability to fulfill social roles that result from the occupied social status, and at the same time enjoys privileges and rights, a disabled person has difficulties and inability and or difficulties in everyday life and participation that result from the violation of the body's fitness<sup>18</sup>. According to the Constitution of the Republic of Poland, a disabled person has the right to full participation in the social, political and economic sphere of Poland. A person with a disability is considered by the World Health Organisation (WHO) to be impaired in terms of functional capacity or activity to an extent which makes it difficult for him/her to perform his/her social roles, taking into account his/her age, gender, social, environmental and cultural factors<sup>19</sup>. There are three levels of disability with a significant degree of disability, moderate degree of disability and slight degree of disability. A person with a severe degree of disability requires constant or long-term care and assistance from others in order to fulfil social roles and to live. Persons with a moderate degree of disability require partial or temporary assistance from other people in their social roles. A mild degree of disability includes people with reduced physical and mental capacity, whose reduced physical capacity reduces their ability to perform work compared to a person with similar qualifications with full physical and mental capacity. A mild degree of disability also includes a person who has limitations in fulfilling social roles that can be compensated for by technical or ancillary means such as orthopaedic objects<sup>20</sup>.

16 B. Nieradko-Iwanicka, J. Iwanicki, *Zakłady aktywności zawodowej...*, p. 329-331.

17 A. Jasiak, D. Swereda, *Ergonomia osób niepełnosprawnych*, Wydawnictwo Politechniki Poznańskiej, Poznań 2009, p. 7-9.

18 <http://niepelnosprawni.gov.pl/art,13,institucje-orzekajace-procedury-orzekania-tryb-i-zasady> [access: 24.11.2019].

19 E. Górską, *Projektowanie stanowisk pracy dla osób niepełnosprawnych*, Oficyna Wydawnicza Politechniki Warszawskiej, Warszawa 2002, p. 15-16.

20 <http://niepelnosprawni.gov.pl/container/status-osoby-niepelnosprawnej/Umiarkowany%20stopien%20niepelnosprawnosci.pdf> [access: 27.11.2019].

A modern workplace, especially for people with disabilities, should be designed in such a way that it is adapted to the needs of the person with disabilities. This is a big problem for specialists in various fields, among others for machine builders, architects, technologists, as well as for managers, persons organizing and managing such positions. The relationship between all these areas shows the importance of a properly selected and designed workplace<sup>21</sup>. The workplace is an indivisible and basic unit of the organisational structure in the company. An employee or group of employees shall carry out a specific job in the relevant position. Taking into account the characteristics of advantageous workstations of disabled people, the following types of workstations should be distinguished<sup>22</sup>:

- TYPE 1, a position that fulfils the conditions of a favorable position without adaptation,
- TYPE 2, such a position does not meet all the requirements for a favourable position, a specially selected employee may be employed for such a position,
- TYPE 3, with individual adaptations, a position of this type meets the conditions of a favourable position,
- TYPE 4, is a type of workstation which, through the use of a high degree of automation, reduces energy expenditure to a minimum, despite the high concentration load, the workstation meets most of the conditions of an advantageous workstation.

## 5. Methodology

The aim of the article is to assess the organization and management of workplaces for people with disabilities in a vocational activation plant. The survey was carried out in November 2019 in the one social enterprise “YAVA” in Częstochowa, which is a vocational activation company. An original interview questionnaire was used during the survey. The interview was conducted with the person responsible for the management of workstations in the “YAVA” company. The questionnaire consisted of 8 open questions about the problem under investigation:

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21 S. Salamon, 2013, Uwarunkowania tworzenia stanowisk pracy dla osób niepełnosprawnych, [in:] J. Tabor, W. Babicz (ed.), *Bezpieczeństwo systemu. Człowiek – Obiekt techniczny – Otoczenie. Determinanty ryzyka i zdarzeń wypadkowych w kształtowaniu bezpieczeństwa*, Wydawnictwo Wydziału Zarządzania Politechniki Częstochowskiej, Częstochowa 2013, p. 267; M. Wójcik-Augustyniak, J.S. Kardas, *Zarządzanie w przedsiębiorstwie. Środowisko, procesy, systemy, zasoby*, Difin, Warszawa 2017.

22 A. Zawada-Tomkiewicz, B. Storch, *BHP i ergonomia dla inżynierów. Projektowanie ergonomiczne procesów pracy i stanowiska roboczego*, Wydawnictwo Uczelniane Politechniki Koszalińskiej, Koszalin 2017, <https://docplayer.pl/6844-Opracowal-mgr-inz-marek-skorus-projektowanie-stanowisk-pracy-dla-osob-niepelnosprawnych.html> [access: 22.11.2019].

1. *Please provide the number of employees in your enterprise (disabled persons/non-disabled persons).*
2. *How many jobs do you currently have at your company (for disabled people/non-disabled people)?*
3. *What are the current positions in the enterprise (for disabled people/non-disabled people)?*
4. *How many employees currently work in each position?*
5. *Is the nature of the positions adapted to employees? Are the employed employees matched to the already created (and existing) work places for the disabled in the company?*
6. *How do you rate the support for YAVA offered in Czestochowa by local authorities? (on a scale of 1 to 5)*
7. *To what extent are disabled employees involved in creating jobs in your company?*
8. *Are you considering any new investments related to the organization of jobs in the company? If so, which ones?*

## 6. Results of the case study

The Vocational Activity Department “YAVA” in Czestochowa (Figure 2) started its activity on 1 December 2016. The plant was launched by the “YAVA” Association. PAC “YAVA” operates on the basis of the Act of 27 August 1997 on Vocational and Social Rehabilitation and Employment of Disabled Persons (Journal of Laws 2011.127.721.), the Act of 29 September 1994 on Accounting (Journal of Laws). 2013.330, the Regulation of the Minister of Labour and Social Policy of 24 July 2012 on occupational activity establishments (Dz. U. 2012. 850) and the regulations created for the purposes of the occupational activity establishment. YAVA has the status of a non-commercial company, which means that the disabled persons employed in it are employees within the meaning of the Labour Code, i.e. the employment relationship has been established with them and they are not treated as unemployed persons. At the same time, they are subject to special protection, which consists in providing employees - people with disabilities - with vocational, social and therapeutic rehabilitation, with a strong preference for vocational rehabilitation in this case. All employees have an Individual Rehabilitation Programme for Disabled Employees in the Department of Vocational Activity, which is summarised every six months. Company “YAVA” is a not-for-profit organisation, so business profits cannot be paid out to owners or shareholders as dividends. Approximately 70% of the funds obtained are allocated for rehabilitation and social purposes, while no more than 30% can be allocated for investment purposes, for example, related to adapting workplaces

to the needs of disabled employees<sup>23</sup>. Currently, 49 people are employed in the surveyed company, including 44 people with disabilities.



Figure 2. Logo of the social enterprise “YAVA”

Rysunek 2. Logo przedsiębiorstwa społecznego „YAVA”

Source: <https://zazczestochowa.pl/> [access: 10.10.2019].

There are different jobs at YAVA, both for people with disabilities and those without disabilities. Currently, on the basis of the survey, it can be shown that there are 9 workstations for disabled people and 40 for people without disabilities at “YAVA”.

Our own research has shown that among non-disabled people there are: a job coach, a nurse, a driver, a conservator, a manager and additionally, under a contract of mandate, a psychiatrist, a psychologist and a physiotherapist. The disabled include production and service workers in the following departments of the company: production department, educational aid department, handicraft department, sales and advertising department, correspondence department, cleaning department and packaging services department.

In the production department for the disabled, the following stands out: tailor's stand, a stand using an embroidery machine, a stand - packing, a stand - wooden toy worker and a stand - handicraft worker.

Within the position of tailor or dressmaker, a disabled person employed in the described company is engaged in sewing. The tasks entrusted to sewing require manual skills and patience. Through appropriate training and adaptation of the workplace, people with disabilities employed in PAC can work freely and be active. In the tailor's position in the social enterprise under investigation, the employee is engaged in sewing:

- of the children's sets,
- cones to feed the children,
- aprons,
- of wooden toy components.

23 <https://zazczestochowa.pl/kim-jestesmy/> [access: 26.11.2019].

In addition, the company performs small sewing orders. Depending on the needs, people with disabilities are trained to work at this position in the surveyed company.

The work on the position of an embroiderer, in the examined company, consists in embroidering a graphic shape. The embroidery performed in the company described may consist of floral, animal and landscape motifs. Three people employed by company “YAVA”, through their qualifications, found employment on the open labour market. Currently, more employees are being trained to operate an embroidery machine in the company under investigation.

Confectioning as defined is splitting and packaging of products. The described company adjusts its services to the customer’s requirements. The packing stations are ergonomically adapted to the needs of a disabled person. The following services are provided in this position:

- folding clothespins and packing them,
- tagging,
- collective wrapping and individual elements,
- folding paper bags,
- packing according to individual customer requirements,
- folding of small elements according to individual requirements of the customer,
- preparing goods for shipment.

The production stand for wooden toys uses raw materials that are safe for the users as well as for the employees of the company in question. Toys made at the described position require appropriate training and manual skills. In the surveyed company, apart from toys, there are designer invitations and cards, advertising gadgets, curtain accessories, occasional items and teaching aids. By using a forest cutting and engraving machine, the products are aesthetically pleasing and accurate, as well as personalized according to customer requirements.

According to the definition, a handicraft is an object made by hand. The objects manufactured in the described company have aesthetic and utility values. The employees working in this company on the described position perform decoupage and manual work according to the customer’s specification<sup>24</sup>.

According to the declaration, in the surveyed company, all employees have developed an Individual Rehabilitation Programme for Disabled Persons of an Employee of the Occupational Activity Centre, which results from the applicable law. At the same time, this programme is summarised every six months.

One of the objectives of the studied PAC is economic activation of people with disabilities, because taking up employment in this case is the only chance to leave home and an attempt to take up employment on the open labour market. People with disabilities who go to the plant in question usually do not have habits related

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24 <https://zazczestochowa.pl/kim-jestesmy/> [access: 3.12.2019].

to their work duties. Their adaptation to the new reality requires time and laborious work of work coaches, educators, psychologists or physiotherapists. Specialist staff focuses on creating a habit of systematic work for people with disabilities and teaching them responsibility for its execution. At the same time, they work on their ability to work in a team with a division into specific tasks. At present, more employees are ready to work in the open or protected labour market.

Currently, the employment of disabled people in the surveyed company depends on the type of order that the company received. There are 10 disabled people working in the cleaning department, whose tasks include cleaning blocks and green areas. The sewing and tailoring positions employ 7 disabled people, while the sales and advertising positions employ 5 disabled people. Other persons are employed, in the plant under investigation, in confectionery and handicraft positions.

The organization of workstations in the surveyed PAC, according to declarations, is adjusted to the psychophysical abilities of the disabled employed in the company. There is no situation here that there are ready-made workstations for people with disabilities, on the contrary, depending on the needs and possibilities, the positions are adapted to people who are employed in the company. At the same time, the interviewer stressed that the involvement of people with disabilities in the creation of jobs at "YAVA" is at level 4 (good) on a five-stage scale.

The social enterprise under investigation is currently implementing 3 projects aimed at people with disabilities as part of its statutory activities. Increasing the number of people with disabilities employed in the existing PAC and including these people in the active integration within the module: Work Waiting Room. The aim of the projects is, inter alia, to support the hitherto employed in PAC with a new offer in the form of active integration services, aimed at preparing the persons employed in PAC to take up employment outside PAC: on the open labour market or in social entrepreneurship (within the project: Przystanek Praca). Establishing cooperation with employers by obtaining job offers for people with disabilities. At the same time, the company under examination assesses the support offered by local authorities very badly (evaluation 1 on a 5-grade scale).

### **Summary**

The aim of the article was to assess the organization and management of workplaces for people with disabilities in a vocational activation plant. The study has shown that PAC "YAVA" as a social enterprise organises workstations for people with disabilities well and manages them as far as possible. At the same time, it carries out projects dedicated to such entities and plans further investments related to workplaces for people with different levels of disability.

As Rysza<sup>25</sup> points out, the system of support for economic activation of people with disabilities in Poland is characterised by a high degree of institutionalisation of measures and quite low effectiveness and efficiency. This is reflected in the low level of employment of people with disabilities in social enterprises, due to the obstruction of the system. Above all, there is a lack of links between such forms of support as occupational therapy workshops, occupational activity establishments, sheltered workshops and the open labour market.

Moreover, it is not possible to function effectively in the market conditions of social enterprises without creating an intersectoral partnership rooted in the local environment. This partnership may take on a more or less formal structure, but it must provide a real and socioinstitutional background for new and existing social economy actors. The company investigated did not feel this support from the local authorities and, moreover, it assessed it very badly.

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