

## NEW FORMS OF EMPLOYMENT IN THE LOGISTICS INDUSTRY

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**Abstract:** The purpose of this article is to bring the issues of application of flexible forms of employment by employers. Approximate there are pros and cons now more often applicable to agreements and contracts. Employers willing to employ workers, even with no experience, however, are increasingly faced with the problems posed by employed. Long the recruitment process is also not supportive in the context of the reduction of unemployment. The fact wrong perceptions of alternative forms of employment by seeking work opportunities in the context of the employer, employee and check the most appropriate choice for you. The first guarantee work directly after graduation, which will last until his retirement, is impossible. The modern market economy is geared to constant changes, which require flexibility also in forms of employment.

**Key words:** forms of employment, employee contracts, recruitment, unemployment

### Introduction

The article discussed ways to recruit staff to promote an increase in employment, particularly in the sector of Transport Freight Forwarding and Logistic. A key theme of the article is to show how, in practice, you can use ready-made tools for staff motivation, and at the same time for easy assessment of their work in terms of not-for-profit company. Currently forms recruit staff take different shapes. After the part has the effect of the shape of the modern economy. Employers are being forced to search constantly for new solutions in the field of employment because of rising personnel costs. Employees as happy to agree to more elaborate forms due to the same factor. If you can get a higher net remuneration in favour of that, that does not assist the overall social security system are willing to make sacrifices. Labour markets in the global economy continues to evolve, which has an impact on our indigenous labour market. [11] Technologically, Europe is becoming more and more advanced with respect to our Western neighbors, which also absorbs all the news on the labour market. Changes in forms of employment do not contribute to the belief that they are changing for the worse. Human capital becomes more used and released are often hidden potentials. Working time becomes elastic, for each of the parties concerned, realistically you can see also commitment. As operating costs can be optimized to a satisfactory level of trader. [14]

Named entrepreneur, must in addition to ensure the continuity of the work, as well as to ensure the full use of their human resources. Both for their ability, as well as the skills that you possess. Only such an approach is able to provide reliable implementation of the strategic objectives of the company. Company managers should think about it at the time of deciding on a potential recruit. Forms of

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employment should be customized to your business needs but also to the currently prevailing organizational structures. Such approaches are able to guarantee that in the ever-changing environment (external and internal) the company will be able to be more elastic and keep the stability of employment. [9]

Forms of more elastic employment concepts emerged at a time when the economy has begun to record increases in globalization processes, speed up, there are new technologies. It was the latter had the greatest influence on the development of other than a contract of employment forms of employment. People got the possibility of remote work with the phone and the computer does not have to be necessarily in offices. Also targeted work has allowed the possibility of remote work. We understand here, that the employee has ceased to be applied only from the working time (8 hours of presence in the Office), for the settlement of the specific tasks assigned to its position. Also broader processes described as the new economy or the new capitalism affect the developing employment policy which we can now observe. A contract of employment are seemingly for an employer guarantees legal certainty in relation to work, since they only among all forms of employment have clear, transparent legal standards. It is concluded for a limited period of time is a contract of employment for a specified period, or specific option does not end its duration is a contract of employment for an indefinite period. [12] In General, the law does not specify the maximum period for which it can be concluded the contract for the work, however, due to the power of workers, cannot contain periods of long-term (e.g. 10 years). Provision is, however, also the fact that in the third to extend the contract of employment for a specified period, the contract must be already concluded for an indefinite period. An important part of work is their periods of notice. These are charged according to the duration of the contract: 6 months, 2 weeks, from 6 months to a year-over-year, 1 month, 3 months. [10]

Another form of the contract of employment are the order and contract work. Their parent feature is the possibility to make shaping the principles of cooperation for both sides. The content of the agreement itself does not need to be so clearly defined formula as a contract of employment. The primary difference between these two types of contracts are actions that cover. The contract for this work agreement, whose objective is to achieve a particular effect. It must have a specific time frame and be measurable. In this case, the most important becomes the effect, and there is no way. To the contract and order exactly the opposite of what matters is the way in which the employee performs the job entrusted to him. This is a contract to execute the command – task. Same objective does not need to be in this case clearly specified. As well as the regulations of the civil code defines the contracts. For the employer the overwhelming difference are the costs of which are borne by the salary paid to the employee. For contracts the order it is a tax on income and Social Insurance contributions, as in the case of works contracts. For contracts of work it is just income tax. [12]

## Introduction to research issues

The labour market in logistics begins now to pass the long-awaited light. Employers want to recruit job seekers, but not without certain conditions trigger the start of work. In the face of the current level of unemployment employers with transport, forwarding and logistics as well as other industries have had to adjust their workstations more flexible forms of employment for the present. Unemployment is not conducive to the economy in General, so if there is a possibility of its reduction through alternative forms of employment, you had to start it. [8] Employers have to deal not only with the problem of the organization of working time and employment and, at the same time, ensure proper functioning of all operational processes. It all had to start to be dynamically adjusted in the context of changes in the market. Such actions were aimed at the labour market more flexible with the employer. From the point of view of the employee was more flexible, however, connotation is not exactly positive. Employees want to have a sense of balance between work and personal life. The European Union has in recent years adopted the objective of modifying the employment policy and social policy in these areas. Most companies, already have adjusted their activities to any requirements in this regard and has introduced a number of solutions in the context of more flexible employment and on the organization of working time. [4]

Among the advantages of flexible forms of employment for the employee, therefore, we can highlight:

- The possibility to raise their own skills by gaining experience,
  - Ability to work for people at risk of exclusion,
  - Able to return people to work after a long absence,
  - Ability to work by persons not having any experience,
  - Ability to work for several employers, making it easier for "freelancers"
- Looking from the perspective of employers, we can see the following benefits:
- To reduce employment costs,
  - The ability to customize the amount of employees
  - Increasing productivity team,
  - The ability to raise the level of competitiveness of the company,
  - Possibility of obtaining expert human capital on more favourable terms [6]

In practice, however, or group of employees, or employers' group is not willing to increase elastic forms of employment. Prevailing in the near past, the belief that the contract of employment is the only right and safe form of employment still dominates. In practice, however, increasingly even if banks accept employment in other forms by demonstrating its continuity. Such thinking dominates with the beliefs of the aforementioned safety, which is very apparent in the case even if the contract of employment for a specified period, which gives only a two-week period of notice. Therefore, you cannot talk about security of employment in the context of the two weeks. It is a sham. Conviction of the superiority of the contract of employment took the false idea that the payment of contributions to Social Insurance guaranteed medical care, social security and

retirement benefits. Both groups also do not know exactly the legal issues for flexible forms of employment by which subconsciously tend to avoid them. From the point of view of an employee who is not always wants to agree to receive payment for the actual results of the work, flexible forms of employment will always be treated as inferior. In the case of a contract of employment is harder to ask for actual results. Also, there is no clearly defined formal opportunities for deductions from the basic salary for not meeting the requirements of the employer. Unfortunately, to the detriment of the employer affects also the inability to introduce other forms of employment due to the type of activity that performs. To sum up, if the company wants to introduce flexible forms of employment, should perform a mini internal audit, which will determine whether there are opportunities for this kind of hiring. [2]

### **A study of the process of employment on the basis of flexible forms of employment**

The key to research and identify research trials there were problems faced by employers in the context of recruitment processes to be carried out. The same concept of recruitment can be characterized as activities aimed at acquiring information about potential candidates to take the job. This process is considered when determining the specific needs to increase employment. In the recruitment process can turn their employees (for example, giving the possibility of promotion)-internal recruitment or raise the staff outside the company-external recruitment. [7]

The company Transport, Freight Forwarding and Logistic sector feel the demand for workers, however, are not entirely trusting in the context of a risk of employment on the basis of a contract of employment. Examination, was intended to show how the market is shaping up to be a worker, who is looking for employment in the industry about the logistics. The study have undergone 3 company over the years 2012-2014. Studies have been carried out during actual recruitment processes in companies. Two of the three companies have agreed to the disclosure of the names, which were all undercover. The company agreed to a review of the recruitment process from the moment of publication of notices for recruitment and subsequent continued employment at the company. The study begins with an analysis of the quantity adverts published on industry websites within two years. the examination in 2012 included only the last two months.

**Table 1. The number of notices published in the course of the investigation.**

<i>The number of notices</i>	COMAPNY 1	COMPANY 2	COMPANY 3
2012	2	1	7
2013	10	7	14

Source: Own preparation

The data presented in table 1 show that not all companies in the same way created its admissions policy. Despite the large dynamism in search of employees by no. 3 in 2012 – the largest number of ads during the last two months of the year, said the company in the year 2013, clearly limited the amount of publications about vacancies. Company 1 and 2 in a similar way to the emission frequency oxocarbons with a focus on an average of 1 post a month or less.

**Table 2. Distribution of announcements published in the course of the investigation**

<i>Division announcements</i>	COMPANY 1	COMPANY 2	COMPANY 3
<i>Freight Forwarder</i>			
2012	2	2	6
2013	9	5	14
<i>Commercial Specialist</i>			
2012	1	0	2
2013	3	3	2

Source: Own preparation

Companies concentrated on acquiring two types of employees: the Freight Forwarder and a Commercial Specialist. Table 2 is introducing the division the amount of announcements. One can see, that the determined pressure was put in every case for acquiring the Freight Forwarder. The search of Commercial Specialist was treated as supplementing the staff - weren't priority. It is possible to justify such an attempt with the current trend of the market, and the specificity of functioning of shipping companies. As a rule one customer is generating the large number of shipments relatively this way, that more persons are needed for his service. From here companies are concentrating on supplementing the staff against persons working on operational, rather than sale posts. It is possible to assume that one employee of a sales department will be enough for 10 operation persons, of which establishing the first contact will be a task. So-called customer service to the first transport order. However watching the opposite tendency to the number of candidacies which appeared in response to announcements apparently. That is definitely positions in a sales department enjoyed the greater interest. Precisely the other way round to what employers expected.

**Table 3. Replies to announcements published in the course of the examination**

<i>Replies to announcements</i>	COMPANY 1	COMPANY 2	COMPANY 3
<i>Freight Forwarder</i>			
2012	197	148	573
2013	979	679	1509
<i>Commercial Specialist</i>			
2012	213	0	267
2013	613	557	369

Source: Own preparation

The number of candidates for the position of a commercial specialist turned out to be twice as bigger than to the position of the Freight Forwarder. Such results are dictated with the specificity of the work and not thorough reading the announcement by candidates. Of transport and logistic unfortunately in spite of the regulation on the need to have experience connected with the industry, game answering was influenced by only a job title and connecting with the overall process the sale. Companies in part considered such candidacies. Recruiting such persons which are able well to sell the product or the service, irrespective of it as they are assuming the expansion of a sales department exactly is. Of persons which know and know how to apply the sales technique. Within the whole process of the examination was being appointed on average 8.18% of candidates, of which the profile met expectations on the given position. Table 4 is presenting data concerning the quantity of the appointed people.

**Table 4. Number of chosen candidacies in the course of the examination**

<i>Number of chosen candidacies</i>	COMPANY 1	COMPANY 2	COMPANY 3
<i>Freight Forwarder</i>			
2012	12	13	68
2013	79	62	75
<i>Commercial Specialist</i>			
2012	15	0	32
2013	49	50	19

Source: Own preparation

However presented data isn't conveying the actual number of people which are fit to work. From a point of view of the employer, looking at the number of chosen candidates, the impression should be positive. In progress however one

could see examinations, that in spite of the preliminary interest running persons weren't approaching their career seriously. Employers encountered the frequent case of arranging the meeting of the date of meeting, rather than the appearance on it finally. Of course the part of persons gave up the offer of meeting arranging the meeting for him in the moment. This approach not entirely desayed towards the subject of a job-hunt is confirming. Solitary cases of the resignation from the further process of the recruitment also happened because of receiving other offer earlier or improving conditions at the previous employer. Table 5 is presenting actual amounts. The effectiveness of held talks developed on the level of the 76% of candidates with regard to the amount chosen.

**Table 5. Number of held talks in the course of the examination**

<i>Number of held talks</i>	COMPANY 1	COMPANY 2	COMPANY 3
<i>Freight Forwarder</i>			
2012	7	6	43
2013	66	58	63
<i>Commercial Specialist</i>			
2012	11	0	26
2013	43	46	14

*Source: Own preparation*

From above it results that the problem of finding employees should not be a problem. However studied names didn't propose employing based on the contract of employment. During an interview it was set each of candidates question "does he know his value as well as whether is able to guarantee his abilities presented in the CV?" all candidates of conversations in progress recalled answered the above question affirmatively. They were offered to each of them very much better conditions of potential earnings, possible to get based on the commission system. Since they knew their value, and the majority was able to quote expected profits after employing them or precisely to say provided the per cent rises sale/turn of the company when they start working, without the thought should decide on the proposal of the work for the 20% net from the amount of the profit of the company gross. For the example if the candidate guaranteed the Gross height Profit about PLN 50,000, his commission should take out net PLN 10,000. What is being shaped on the level of eight more of those present of domestic average earnings temperatures. Indeed only a handful of the people was ready to take the challenge offered by examined companies. After recruitment processes Table 6 is presenting the employment.

**Table 6. Number of the employed of persons in the course of the examination**

<i>Number of the employed of persons</i>	COMPANY 1	COMPANY 2	COMPANY 3
<i>Freight Forwarder</i>			
2012	0	1	1
2013	1	2	1
<i>Commercial Specialist</i>			
2012	0	0	0
2013	2	0	1

*Source: Own preparation*

Presented data in Table 6 is confirming priorer information about the reluctance of employees to take such an employment status. In Company 1 only one person to eleven conducted talks took will to the work on the position of the freight forwarder. The next examined company undertook the cooperation with three persons to eight held talks. Company 3 to the position of the freight forwarder recruited two candidates for twelve conducted talks. The position of a commercial specialist is longing for indicators unfortunately worse in the context inspected. Altogether to twenty five conducted talks, only three persons took the employment up. Arising conclusions after the process of the recruitment are following:

- Candidates are seeking "comfortable" of employment statuses
- They expect of ready solutions from the employer without the need to strain
- They don't believe into their abilities or know that employers will be beaten by expectations
- They are afraid of giving new forms of employing as the reason lack of the stability

In examined recruitment processes however the percentage of persons which were recruited is developing well in the context of keeping them on given positions. The percentage of freight forwarders staying in the employment amounts to the 67%, however of commercial specialists of the 33%. Table 7 is presenting detailed data concerning persons staying in the employment.



**Table 7. The number of people staying in the employment after the conclusion of the inspection**

<i>The number of people staying in the employment</i>		COMPANY 1	COMPANY 2	COMPANY 3
<i>Freight Forwarder</i>				
<i>2014</i>		1	2	1
<i>Commercial Specialist</i>				
<i>2014</i>		1	0	0

*Source: Own preparation*

Data drawn up is demonstrating, that recruitment process, apart from that alone in himself is time-consuming, requires the particular attention in the context of finding the employee which he wants with one's work to carry something into the company. Taking the position of a commercial specialist into consideration, the rotation in sales departments on the labour market is quite great. She isn't also avoiding the transport and logistic industry. Persons with the sale potential, realize that one's abilities and acquired experience can also sell more and more expensively. Effect one can see it in the context of examinations - data in Table 7 is showing that one person only in one company stayed in the relationship of the cooperation with the employer in 2014. In the case remaining two - one person parted on his/her own initiative in spite of sale good results. She made up her mind for assuming the own business activity. The other employee unfortunately in spite of numerous trainings didn't demonstrate willingness to commit itself to the sale process and of supporting the customer. For the employer it appears from the report that he counted on the case or the change of the situation, and because of that, on account of the internship of the cooperation with the employer for keeping it on the position or the potential promotion. However operation employees are presenting other attitude. They are oriented on the more long-term development, what better are soaking up the knowledge handed over by the employer by. Definitely also having a previous experience, they aren't disappointed with what from them the employer expects. In examining to seven employed persons, only two gave the follow-up work up. Remaining five started achieving very good results (part in a short span of time, part in longer, albeit with the final same effect). Two of studied names decided in 2014 for including the employment in the support for the contract of employment with three employees. All agreements were entered into from the will of employees which voluntarily agreed to worsen financial conditions. Such a type of the agreement only because was honoured by banks or similar institutions, to which employees needed it.

## Summary

The managing staff often contends with many barriers during changes of employments from traditional on elastic. The conservative approach of not only a staff isn't supporting new forms of employment. An image is giving it, that changes in spite of the need won't be a simple process. Changes include with one's area not only organizational, rational rows, where processes are simpler to implement. They also affect employees which have numerous anxieties of implementing any changes. Changes always bring risks a kind of as well as the uncertainty as they will bring. Here right superior directions aren't convincing reconstructed processes. Such an efficient introduction of changes is setting the managing staff so that procedural changes are get back as something beneficial and useful, rather than the next fabrication irrational, not backed up with examinations of superiors. To preparing the plan is essential, in order to even the most resistant to convince without losing the time and incurring other indirect costs. Here theories concerning managing the change will be useful. [3]

In the destination of the efficient and simple implementation of the project, one should determine his scope. It isn't possible to forget .. , that every subsequent alteration in the project will be connected with adapting to her budget and other stores. Changes in the project can bring changes over time also to his realization. If the project has a scope too much extended perhaps to cause he will happen grinded down, and in consequence of it the realization of his overarching objectives can be endangered. In order to avoid problems determining design purposes is essential. He must be gained based on the current situation and target effects changes are supposed to bring which. Design cells should be accepted by all participants and recipients of the project. If the project is supposed efficiently to be implemented, a relevant plan is essential for this implementation. Of course it isn't possible to forget, that implemented changes are implement in processes, in which people are functional and which are changeable, so organiser - a project coordinator should assume that he will be effecting current changes potentially to the purpose adapting implemented amendments to the current environment. Wanting to prevent potential problems with participants in the project one should always systematically provide information and lead the dialogue with employees. Such action is eliminating coming into existence of rumours and the speculation. Convincing about the rightness implemented changes is also giving it. For employees he is showing that their voice is counting and nothing is being imposed upon them. A project coordinator should be open also to objections of all kinds which appear along with implemented changes. People are driven by a reason which their course of reasoning often leads to good conclusions. And so the those responsible for the project should take into consideration what participants in the changed process want to make over to her. Showing the widest spectrum of effects everyone is also necessary for participants in the project. Shortcomings of the completion of smaller processes will be inevitable, however the vision of the final effect will be able to calm the ones which will start doubting superior ideas of the project. [2]

Opinion on the subject of entering into an agreement about the flexible employment status are largely negative. Particularly that representatives of people aren't backing leading them up in the form of politicians. For companies however such innovations in the context of HR processes are being dictated by the market which is becoming more and more demanding. They cannot take the liberty of establishing the employment with the contract of employment by virtue of high staff costs. Controversies over collected savings are also raising doubts. Entrepreneurs don't want money of them, or their employees to be used for making gaps up or other dubious investments. Examinations conducted in described companies, showed that if both sides (the employee and the employer) want diligently to fulfil their duties will always find it way to develop cooperations. On the market however a possibility of the free election should stay between the conclusion of the employment or the cooperation, with including laws on the same level. [1]

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#### NOWE FORMY ZATRUDNIENIA NA PRZYKŁADZIE BRANŻY TSL

**Streszczenie:** Celem artykułu jest przybliżenie problematyki stosowania elastycznych form zatrudnienia przez pracodawców. Przybliżone są w nim wady i zalety obecnie coraz częściej stosowanych umów zleceń oraz umów o dzieło. Pracodawcy chętnie zatrudniają pracowników, nawet bez doświadczenia, jednak coraz częściej napotykać na problemy stawiane przez zatrudnianych. Długotrwały proces rekrutacyjny również nie jest sprzyjający w kontekście zmniejszania bezrobocia. Fakt złego postrzegania alternatywnych form zatrudnienia przez szukających pracy, hamuje możliwości pracodawcy w kontekście sprawdzenia pracownika i wyboru najodpowiedniejszego dla siebie. Gwarancja rozpoczęcia pierwszej pracy bezpośrednio po studiach, która będzie trwała do emerytury, jest niemożliwa. Współcześnie gospodarka rynkowa jest nastawiona na ciągłe zmiany, przez co wymaga elastyczności również w formach zatrudnienia.

**Słowa kluczowe:** formy zatrudnienia, umowy pracownicze, rekrutacja, bezrobocie

#### 在物流行业中就业的新形式

**摘要:** 这篇文章的目的是就业的使应用程序的灵活的雇主形式的问题。近似利弊现在更经常有适用于协议和合同。雇主愿意雇用工人, 甚至有没有经验, 但是, 越来越多地面临所造成的问题被雇用。长期招聘过程, 也是不支持在减少失业的上下文中。对替代形式的就业通过寻求工作机会的雇主、雇员和给你的支票最恰当的选择上下文中的事实错误看法。直接在毕业, 将最后直到他退休后, 的第一保障工作是不可能的。现代市场经济被面向不断变化, 需要还灵活的就业形式。

**关键词:** 形式的就业、员工合同、招聘、失业

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