

wykonuje on pracę w godzinach nadliczbowych, w tym w wyjątkowych przypadkach także w porze nocnej oraz w niedziele i święta. Wskazany zapis stwarza możliwości dla uelastyczniania organizacji czasu pracy w urzędach administracji samorządowej.¹ Problem ograniczonej dostępności do urzędu mógłby zostać przykładowo rozwiązany przez wprowadzenie zmiennych godzin rozpoczęcia i kończenia pracy, tak aby czas pracy w organizacji był wydłużony (część pracowników rozpoczyna pracę o godzinie 7. rano, pozostali o 9.). Mimo możliwości jakie posiada organ wykonawczy jednostki samorządu terytorialnego, który może wprowadzić w formie zarządzenia zmianę organizacji czasu pracy, w praktyce rozwiązania te nie są stosowane.

Poza głównym argumentem przemawiającym na rzecz uelastyczniania organizacji czasu pracy w jednostkach samorządu terytorialnego, jakim jest dostępność i zadowolenie jego klientów warto wskazać na inne pozytywne aspekty związane ze stosowaniem elastycznych form organizacji czasu pracy. W literaturze przedmiotu wskazuje się w tym kontekście na zwiększoną motywację załogi wynikająca z możliwości dostosowania godzin pracy do życia osobistego (work life balance), większą samodzielność pracowników, niższe wskaźniki fluktuacji, zwiększoną produktywność i wydajność.

Biorąc pod uwagę wskazane argumenty, wydaje się, że implementacja elastycznego rozkładu czasu pracy w urzędach samorządu terytorialnego może przyczynić się do wzrostu skuteczności realizacji celów jednostki samorządu terytorialnego, jak i lepszej alokacji środków publicznych poprzez zmianę jakości pracy zatrudnionych w urzędzie pracowników.

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THE CHOSEN DETERMINANTS OF INVESTMENT ATTRACTIVENESS OF REGIONS

Developing a universal list of regional attractiveness determinants represents, beyond any doubt, a difficult task. It becomes even more complicated due to the fact that for different investors the same factors can be of larger or smaller importance in terms of particular economic activities. In case of an entrepreneur selling all his/her production outside regional markets the regional sales market absorption capacity does not have to be of the utmost importance. These entities which carry out manufacturing processes based on operational staff do not consider important the supply of university graduates speaking foreign languages. A company rendering consulting services will probably focus on more important investment determinants than the local climate, natural resources and the surrounding landforms. Additionally, the universal approach issue is complicated owing to the specific and unique advantages available only in selected areas (e.g. access to the sea, numerous relics of the past, location along the country border, attractive natural resources, strong and rich in their traditions academic centres, congenial entrepreneurship of residents). The table below presents an attempt to offer the list of investment attractiveness determinants referring to regions. The particular factors were divided into six thematic groups (economic, socio-cultural, political and administration quality, technological and innovative, natural and image specific).

The majority of presented determinants are of traditional nature and appear in studies referring to the investment attractiveness or the competitiveness of regions in different configurations and arrangements. The relatively new area to be considered is the group distinguished within the framework of image-specific determinants [10].

Tabel 1

The list of chosen determinants of investment attractiveness of regions

Thematic groups of factors	Determinants of investment attractiveness
Economic	<p>the level and pace of economic development, regional market absorption, access to sales markets, transport accessibility of a region, technical infrastructure condition, ecological infrastructure, telecommunication infrastructure quality, the diversification of existing industry sectors, production capacity, the development of SME, economic situation of the functioning entities, competition from other regional entities, foreign investments structure, the structure of property prices, spatial management structure, waste management, the development of metropolises, regional unemployment structure, the existing labour resources, tax abatement system, offered, complex packages of investment relieves, special economic zones functioning, proximity to the sources of raw materials or spare parts supply, foreign exchange rate risk, costs of credit, supply and energy costs, the course of inflation processes, the availability of diverse funding sources, venture capital availability, labour costs, regional community wealth, legal regulations, the stability of execution regulations, the implementation of funds for regional development, the possibility of market niche exploration, the salary structure of employees, the functioning of modern organizational structures, the structure of private ownership, business environment institutions, financial institutions, recreation and leisure infrastructure,</p>

	<p>costs of living in a region, the functioning of professional activation programmes, advisory and consulting companies, the system of professional trainings.</p>
Socio-cultural	<p>demographic structure of regional community, the supply of tertiary education graduates, the supply of qualified personnel, the supply of unskilled personnel, the supply of personnel with good command of foreign languages, the availability of management personnel, social infrastructure conditions, entrepreneurial attitudes of regional community, openness to organizational and cultural changes, climate for entrepreneurship, local community mobility, the sense of regional identity, regional community creativity, public safety, international exchange at different social levels, cultural and scientific exchange, globalization trends, the pace of urbanization processes, social ecological awareness, consumption structure in a region, the diversity of leisure time spending forms, the availability of services meeting the needs of enterprise sector employees, business ethics, local community living standards resulting from material status and satisfaction from current life situation, the system of values in force, community participation in solving developmental problems.</p>
Political and administration quality	<p>the activity of local government institutions in attracting investors, political scene stability, strong leadership inspiring social community members, social and political conflicts occurrence, the involvement of politicians in the development of entrepreneurship, the continuity of conducted pro-development policy, the functioning of significant national and international institutions in the region, regional leadership for entrepreneurship development, cooperation of regional institutions at national and international level, the power of trade unions, the level of acceptance for activities undertaken by local authorities and the community,</p>

	the level of internal and external client service by public institutions' employees, professional management, the command of foreign languages by public institutions' employees, the functioning and updated complex offer for investors.
Technological and innovative	high schools and research centres presence, entrepreneurship incubators and technological incubators, technology transfer centres, advanced technologies of regional products, production quality diversification, high-tech industry sectors development, innovation of regional products and services, knowledge-based economy, cooperation of scientists and entrepreneurs, regional community consensus for innovation, the structure of intellectual capital, the structure of research and development expenditure presented by public and commercial institutions, legal protection of innovative solutions, support for regional innovation systems, the implementation of regional innovation strategies, pro-innovative attitudes creation among investors and regional community, research infrastructure condition, the implementation of new technologies.
Natural	climatic conditions, landforms, available natural resources, favourable geographical location, the rationalization of natural environment resources management.
Image	regional brand at national and international arena, the attractiveness and brand of products and regional services, the image of a region functioning in the general public opinion, the prestige of population working and living in a region featuring a recognizable brand, establishing the sense of loyalty towards a region, experiences and opinions of the existing investors.

Source: Author's compilation based on [1], [2], [3], [4], [5], [6], [7], [8], [9], [12]

Having assumed that international investment competitiveness and attractiveness of a region constitute the most desirable condition, these regions which offer brand products should be most successful in competing on international markets [11]. On the other hand, these regions which are competitive at an international market present better capacity for the brand

products creation. Such a relation results from the experience gained in the course of rivalry in an international environment. Attention should also be paid to opinions and experiences of the existing investors. Potential investors, especially the foreign ones, can pay attention to information received from other entrepreneurs. Positive information can facilitate investment choices and shorten the process of searching for an optimal region to initiate business activities.

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