The intention of the authors of this publication was to present reflections on human labor as a social and axiological value, as well as to show various aspects resulting from its irregular nature. The above reflections show that this type of working time may be a kind of incentive for the employee and a factor motivating him to increase his effort and improve efficiency. In addition to the above-mentioned issues, the authors presented selected theoreticians’ perspectives related to human work in various historical and cultural periods. Moreover, the presented analyzes show that a person’s labor may constitute a distinctive social and psychological value. The authors’ intention was also to draw the reader’s attention to proper time management and methods of effective time management. Learning about these methods and implementing them in the employee environment will allow for more effective functioning and rational working time management as well as any other type of time. Finally, the so-called circle of time management rules, consisting of six elements, was presented.

Key words: labor; value; working hours; cost; time management.
Statement of the problem in a general form and its connection with important scientific or practical tasks. The social environment and social reality are related to human work, which is a specific field of scientific research that is characterized by constant transformation. Since ancient times, human labor has remained an extremely interesting topic both in theory and in life practice. Labor as such has changed over the centuries, and so has its understanding and the meaning given to it.

Analysis of the latest studies and publications, which the author relies on, which consider this problem and approaches to its solution. The presented perspectives on understanding human work and the fact that it has accompanied man from the very beginning of his existence have resulted in an ongoing discourse bringing together various theorists dealing with this issue. The studies Bera R. [1], Kwiatkowski S. [2] show that labor has become an integral part of our lives, thanks to it we meet our needs, ambitions and aspirations. It is slowly becoming the highest value/luxury good (due to the rationalization of employment and the development of technology, robotics and automation), the basic meaning and purpose of human activity, and even a great addiction. Wolk Z. [3], Ryczak M. [7; 10], Machol-Zajda L. [9] share the view that labor is a source of satisfaction and a criterion of desired behavior and social prestige, and, moreover, they are inclined to attribute the work process to the rank of a rudimentary element of mental and social health. Further development of the theory of labor productivity based on the improvement of time management in the works of Covey S. [11], Doran G. [12], Seiwert L. [13], implementation of the principles of social responsibility in modern business (Ushenko N., Blyzniuk V., Dniprov O., Ridel T., Kurbala N. [4]).

Formulation of the goals of the article (statement of the task). The purpose of the article is to present reflections on human labor as a social and axiological value, as well as to show various aspects arising from its irregular nature.

Presentation of the main research material. Despite the ongoing processes in the labor environment resulting from civilization changes, globalization and dislocation processes, R. Bera, recalling the words of H. Selye, notes in one of his studies that “(...) labor remains the main field of activity, without which it is difficult to imagine human life”. (…) gives the individual the opportunity to pursue his own interests, talents and skills and dynamizes their individual physical, intellectual, spiritual, cultural and moral potential” [1, p.24-25]. This is why modern society is called a working society. In turn, S.M. Kwiatkowski argues that: “Labor and profession in the industrial era (second wave civilization - as defined by A. Toffler) have become uniquely understood determinants of the way of life, action, human development, as well as the basis for assessing people in everyday interpersonal contacts. Who is who determines our attitude towards other people” [2, p. 53]. Z. Wolk, on the other hand, refers to labor through the prism of its function, writing: “Professional labor is a significant form of human activity due to the fact that it fulfills the following functions: it is a form of human activity, determines his professional and social position and is a source of income enabling implementation and development of needs” [3, p. 62].

When defining the concept of labor, it is worth quoting the sentence of Cz. Strzeszewski, who states “Labor is a free, although naturally necessary, human activity, arising from a sense of duty, combined with effort and joy, aimed at creating socially useful spiritual and material values”. It
is worth mentioning in this context that labor has many important features, namely [2, p. 25]:
- it is a natural need, a source of satisfaction of individuals,
- it is a moral value and a source of many other values,
- it is a specific form of survival of individuals and groups,
- it is the basis for social integration,
- it has therapeutic significance,
- is a key factor in good quality of life and health,
- may be a burden and cause of suffering for individuals,
- does not always have market value (non-market labor, e.g. working at home),
- is the basis of income, existence and development of employees and their families.

John Paul II drew attention to this very important aspect, among others: in his encyclical Laborem exercens, he emphasizes the problem of human subjectivity and his primacy in relation to things. In the same encyclical, the Pope states: “(...) labor is the basic dimension of human existence on earth (...)”. «There is no doubt that human labor has its ethical value, which is directly related to the fact that the one who performs it is a person, is a conscious and free, i.e., a subject who decides about himself". It follows that man is the source of ethical value and dignity of work. “(...) The basis for determining the value of human labor is not primarily the type of activity performed, but the fact that the one performing it is a person. The sources of labor dignity should be sought not primarily in its objective dimension, but in its subjective dimension. Therefore research in the field of social responsibility [4] of a person - business - the state, which deepens the motivation of human behavior and labor activity, is currently also relevant.

Irregular working hours are referred to as task working hours, namely the working time of an employed person, which is expressed primarily in the number of tasks [5]. However, in this quantitative working time distribution, there are also components of the working hour’s distribution. As A. Kamińska emphasizes, the employee’s tasks must be adequate and consistent with the five-day working week [6, p. 814] and statutory standards relating to working time (40 hours per week) should be taken into account) [5]. The essence of irregular working hours is the fact that the employee can independently allocate the number of tasks entrusted to him within a specific time. Rycak M., stating that “Task-based working hours is therefore a unique, flexible type of working time” [7, p. 132], points out, this fact among others.

Therefore, the analyzes of references shows that working hours may be determined by the size of tasks. This means that working time is the time necessary to perform the tasks entrusted to the employee. According to the definition written in the encyclopedia of management, I am dealing with a task-based working time system [8].

It is worth mentioning that the irregular working hours system does not apply when the employee performs his work in the plant and the effect of his actions is subject to constant control by his superiors [9, p. 60-61].

We may use a task-based working time system in justified cases. These are [5]:
- A type of job,
- Organization (if the employees do not have rigid time standards for staying at work),
- Workplace
- The performance of assigned tasks usually depends on the personal involvement of the employee (e.g. creative work).

The analyzes of references shows that such an employee is not bound by specific working hours, but his working time is bound by the so-called daily and average weekly norm. A given employee decides how many hours and on what days he or she works, and his or her goal is to prepare and complete a given task.

According to the resolution of the Supreme Court of August 21, 1967 (III PZP 31/67, OSNC 1967, No. 12, it. 218), irregular working hours apply to employees working in managerial and independent positions [10, p.145].

It is also worth mentioning that in accordance with Art. 140 of the Labor Code [5], the employer introduces irregular working hours after agreement with the employee.

When analyzing irregular working hours, it should be noted that the issue of controlling employees, understood as focusing on their presence, fades into the background. This state of affairs may be a factor that demotivates effective effort, and the employer must devote most of his time to checking the attendance and activities performed by his employees. During normal working hours, employees divide their work into longer stages. Instead of trying to do everything as quickly as possible, they just make sure, they are “seen at work”. Meanwhile, showing up at the company does not mean that you work effectively. Standardized working hours only make sense when you deal with, for example, external clients. Wherever possible, employees should be held accountable for tasks over time, not time per task. However, if the company has many employees and complicated procedures are involved, irregular working hours may lead to chaos. Therefore, such an undertaking should be carefully considered. It is also worth establishing that we expect all employees to be present at certain specific hours.

It follows that irregular working hours are a kind of incentive and motivator for increased employee effort, if self-discipline is implemented into the employee’s schedule.
After analyzing the references relating to time management, it is worth mentioning that when an employee is allowed to work in an irregular system, one must avoid the mistake of excessive concentration - typical of some employers - on the so-called activity of their employees. Some employers want employees to send them information every day (e.g. via text messages, e-mails) on what stage their task is at, what they have to do, how many phone calls they have had, and how many contacts they have made. We don’t think this is an effective way to encourage work. However, this is a classic waste of time for both our subordinates and ourselves which additionally confirms us in the blissful belief that we are working and have everything under control.

It is also worth mentioning attempts to “manage employees’ time”. These attempts stem from several misconceptions:
- the boss knows better what his employee should do;
- the boss has the right to demand that the subordinate fulfill his various (not always important) requests.

This employer’s policy does not allow people to truly manage their time or even manage their own working time independently. Yet they should rather care about their subordinates being able to manage their own time. This definitely improves the quality of their work. The employer may require them to, for example, record their daily activities and record the course of their working day. It is not about control, but about possible self-assessment and help in better organizing your time or managing yourself in time. Analyzing the category of time from a sociological and cultural perspective, it should be mentioned that modern people cannot properly and rationally use time and manage it. If the employer agrees on irregular working hours, what is worse is when he imposes such a work system on us and we are unable to:
- organize it well,
- clearly define the tasks that we have to perform on a given day,
- determine our own needs,
- formulate goals,
- set priorities,
- motivate ourselves internally to work.

In such a situation, we lose valuable moments that should be spent on achieving goals.

It is worth noting that poor time management and neglect of important matters result in serious imbalance for many people. Labor often consumes a disproportionately large part of their lives, which affects family and neglected friends, not to mention recreation and sports.

The paradox is that the work that absorbs and overwhelms us is probably neither as efficient nor as effective as it would be if we organized our lives better.

If we often work late or take work home, if we don’t even take breaks for lunch; If we are constantly bothered by too many responsibilities or we are always in a hurry to meet a set deadline, we should find a moment to calmly think about organizing our own work. You simply can’t maintain productivity working ten hours a day, six days a week. After all there is a limit of time during which you can still work effectively. It is much more important to make better use of your time than to try to work even longer.

In order to function more effectively and learn to manage our time properly, especially if we have irregular working hours, we should remodel our behavior and try to implement effective time management methods. These include:

1) The 60/40 rule:
- Real planning method.
- Planning only 60% of the time of the entire day.
- Time reservation for unplanned activities in daily life.

2) Alpen Method.
- A (Aufgaben) – to-do list of all planned Activities, tasks and meetings.
- L (Länge schätzen) – estimating Length of time.
- P (Pufferzeiten einplanen) – Planning buffer time.
- E (Entscheidungen treffen) – Establishing prioritised decisions.
- N (Nachkontrolle) – Noting down level of success.

3) Parkinson’s law.
The more time we spend on performing a given job (activity), the more time it will take us.

4) Pareto principle.
80% of the results come from 20% of the expenditure, which means that with less effort you can achieve much better results. You should focus on activities that bring maximum results.

5) Eisenhower Principle (fig. 1).
6) Smart method (fig. 2).
The formulated goal should be.

It is also worth analyzing the circle of time management rules, which is constituted by elements such as [13, p.41-43] (fig. 3):
1. Goal setting.
2. Planning.
3. Decision making.
4. Implementation and organization.
5. Control.
6. Information and communication.

In fact, the individual elements do not follow each other in such a simplified form as presented in the model below, but are interconnected many times. The didactic model, dividing the entire process into stages, makes it possible to assign activities to individual functions of the considered process, work techniques and how they are used in reality.
Stage 1. Goal setting.
Working techniques: Goal definition Situation analysis Goal-oriented strategies and the most advantageous methods. Goal formulating.
Successes, Results (more time thanks to...): Motivating, eliminating weaknesses, recognizing benefits, concentrating forces on the so-called bottlenecks, setting deadlines and next steps.

Stage 2. Planning.
Successes, Results: Preparation to achieve goals, optimal division and use of available time, reduction of time spent on subsequent activities.
Stage 3. Decision making.
Successes, Results: Effective daily schedule, dealing with important matters before trivial ones, organizing tasks according to their importance, overcoming tyranny, urgent matters, productive work.
Stage 4. Implementation and organization.
Working techniques: Daily schedule, Performance curve, Biorhythms, Personal development, Daily schedule.
Successes, Results: Using time management knowledge, focusing on important matters, using the time of peak performance, taking into account periodic fluctuations in form, developing one’s own work style.
Stage 5. Control.
Working techniques: Control of task implementation (comparison of the current state with the assumptions), Results control (target ability control, inter-stage and final controls). Daily review (self-monitoring).
Successes, Results: Confidence in planned performance, positive attitude to life.
Stage 6. Information and communication.
Working techniques, Methods.
Rational ones:
- reading,
- conducting meetings and bilateral meetings,
- telephoning,
- corresponding.
Checklists - ready-made forms.
Successes, Results: Faster reading, better organization of conferences, setting meeting times, protection against disruptions, fewer interruptions at work, reducing the number of documents [13].

Conclusions from this study and prospects for further research in this direction. The intention of the authors of this publication was to present reflections on human labor as a social and axiological value, as well as to show various aspects resulting from its irregular nature. The above reflections show that this type of working time may be a kind of incentive for the employee and a factor motivating him to increase his effort and improve efficiency.

In addition to the above-mentioned issues, the authors presented selected theoreticians’ perspectives related to human work in various historical and cultural periods.

Moreover, the presented analyzes show that a person’s labor may constitute a distinctive social and psychological value.

The authors’ intention was also to draw the reader’s attention to proper time management and methods of effective time management. Learning about these methods and implementing them in the employee environment will allow for more effective functioning and rational working time management as well as any other type of time. Finally, the so-called circle of time management rules, consisting of six elements, was presented.

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