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INTERPERSONAL RELATIONS AS KEY CULTURE-FORMING FACTORS OF AN ORGANIZATION ON THE EXAMPLE OF SMALL COMPANIES IN POLAND - RESEARCH REPORT

Relacje interpersonalne jako kluczowe czynniki kulturowe organizacji na przykładzie małych firm w Polsce – raport z badań

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Introduction - human capital as a success factor for a small business

The modern world is full of organizations whose activities are visible in every aspect of society. However, the basic element that makes up any organization are people. It is their knowledge, goals and ambitions that create the foundation that is the basis of every organization¹. Despite the development of technology and the implementation of production automation processes, human capital is the most valuable element of any institution. It is people who make decisions, set the goals of a given organization and its mission. An indispensable contribution to the creation of these components is also made by lower-level employees, who only seemingly do not influence the plans and strategies of each institution. Interpersonal relations, approach to cooperation and relations between superiors and subordinates create, among others, behavior patterns, system of values, attitudes, which in turn translate into shaping the organizational culture.

Nowadays, innovations in enterprises take place more often, so organizational culture is more and more important for the functioning of the organization. The changing environment leads to the introduction of changes essential for the functioning of the company. Organizations improve the production process in order to adapt to reality. This forces employees to set new requirements, which in turn leads to a change in the existing organizational culture².

The first mentions of human capital management are noticed until the end of the 20th century. This term started to appear more often in the context of research on organizational culture³. It was then that an important role in the impact of organizational culture on human capital management was noticed⁴. The lack of prior interest in this issue resulted, among others, from the cultural assumptions of that time. It was the organization that imposed requirements regarding the model of behavior of its members, ignoring the issue of relations within the company, and thus the approach to employees. Despite the rapid development of research

¹ S. Lachiewicz. *Forms and conditions of success in small business*, 2013, p. 158, Available online: http://zif.wzr.pl/pim/2013_4_1_12.pdf [Accessed: 02.12.2017]

² S. Stańczyk, *Innowacyjna kultura organizacyjna* [in] Prace Naukowe Akademii Ekonomicznej we Wrocławiu No. 1045. Skalik J. (ed.), *Zmiana warunkiem sukcesu. Zmiana a innowacyjność organizacji*, Wyd. Akademii Ekonomicznej im. Oskara Langego we Wrocławiu, Wrocław 2004, p. 469. Available online: https://www.researchgate.net/publication/305770910_Innowacyjna_kultura_organizacyjna [Accessed: 03.09.2022]

³ L. Panasiewicz, *Ukryta przewaga. Kultura organizacyjna jako czynnik sukcesu współczesnych przedsiębiorstw*. Lublin 2013, pp. 45-48; Schenplein H., *Enterprise Culture and Development*, Organization and Management, 1988.

⁴ M. Juchnowicz, *Zarządzanie kapitałem ludzkim – procesy, narzędzia, aplikacje*, Polskie Wyd. Ekonomiczne, Warszawa.2014.

on the concept of the impact of organizational culture on human capital management, there is still a certain lack of literary and empirical interest in this issue⁵.

Many of the studies conducted so far indicate the still existing problem of misunderstanding of the organization's strategy by employees, especially at the lower level, or of ignoring the potential of each of its members⁶. Violent and uncontrolled attempts to introduce more modern and attractive management patterns on the Polish market, they often turn out to be diametrically opposed to be properly understood by Polish organizations⁷. Often times, interpersonal relationships are made up of contractual and non-contractual (personal) contacts.

Contracts are a formal mechanism for securing the interests of the parties, and personal contact activates these relationships. The key factors in consolidating relationships are the competencies, abilities and commitment of managers. Human capital is the most important component of intellectual capital, because it determines how the remaining capitals will be shaped⁸. In addition, with his participation, structural capital is created (new products, IT systems, databases, organizational systems, as well as organizational culture)⁹.

When discussing the relationship between organizational culture and human resource management, it can be noticed that there is a feedback between them. On the one hand, the use of specific solutions in motivating, assessing or recruiting employees influences the consolidation of norms, values and patterns creating a given culture in the organization, on the other, however - the adopted personnel policy results from the organizational culture existing in the company¹⁰. This mutual interpenetration is essential and important in shaping new trends in terms of approach to employees.

The aim of the article was to show that interpersonal relationships are a key factor influencing the shaping of organizational culture on the example of a selected industry. Through such qualities as knowledge, talents, skills, perseverance, courage and creativity over a long period of time, human capital influences the creation of other types of capital. Thanks to the improvement of human capital, new skills are acquired and new norms and values are formed that do not correspond to the existing organizational culture. As a consequence, it may lead to its change.

In order to demonstrate this, has been determined the profile of the existing and desired organizational culture according to the opinions of employees. The large spread between these profiles indicates the need for changes in a given organization. The very process of changing the organizational culture is long and complicated, as it requires the analysis of various factors from the immediate and further environment of the company¹¹. Therefore, has been focused attention mainly on *the style of leadership, the style of employee management, the success criteria of these organizations as well as the applied motivators towards employees. The analysis of these research fragments proves the skills and effectiveness of managers' work.*

⁵ P. Krzyworzeka, *Kultura organizacyjna – ślepa uliczka teorii organizacji*. Management and Business Administration, Central Europe, No.1, 2012, p. 73; H. Steinmann, G. Schreyögg, *Management. Fundamentals of enterprise management*, Wrocław 1998.

⁶ D. Chmielewska-Muciek, *Dyskusja nad pojęciem kultury organizacyjnej*, Annales Universitatis Mariae Curie-Skłodowska. Sectio H. Oeconomia, 2009.

⁷ D. Matsumoto, S.H. Yoo, *Toward a New generation of cross-cultural research*, Perspectives on Psychological Science, Vol 1 (3), 2006, p. 233.

⁸ R. Dawdziuk, *Kapitał ludzki jako element kapitału intelektualnego w przedsiębiorstwie*, Publisher Uniwersytetu Ekonomicznego we Wrocławiu, „Nauki o Zarządzaniu. Management Sciences”, 2016, No 2 (27), p. 58.

⁹ E. Skawińska, R.I. Zalewski, *Competitiveness - Key Success Factors of Enterprises 21st century*, Przegląd Organizacji, 2016, No. 3, p. 22.

¹⁰ J. Oczki *Możliwości wykorzystania narzędzi ZZL do kształtowania optymalnej kultury organizacyjnej w zmieniającym się otoczeniu przedsiębiorstw w Polsce* [in:] M. Juchnowicz, *Kulturowe uwarunkowania zarządzania kapitałem ludzkim*, Wolters Kluwer, Kraków 2009.

¹¹ A. Lemańska-Majdzik, *The role of an entrepreneur in the development of individual entrepreneurship*, 2012, Available online: www.mikro.univ.szczecin.pl/bp/pdf/86/12.pdf [Accessed: 22.04.2016]

The data analysis presented in the article is a fragment of the research results that cannot be fully presented due to the limited scope of the article. Therefore, the data from all entities were aggregated and the results of the research corresponding to the research goals were presented.

1. Research methods

To make a proper diagnosis of the existing profiles of organizational culture the used the method - analysis and criticism of the literature, heuristic and descriptive methods, comparisons, induction and deduction, synthesis, case analysis¹². The main research tool was a questionnaire, such as Cameron KS and Quinn R. E¹³, which was intended to indicate the type of culture that occurs at a given moment in the organization and the type of culture desired by employees. With this method, organizational culture can be determined based on the competing value model; *flexibility and freedom of action versus stability and control* as well as *orientation to internal affairs and integration versus orientation to position in the environment and diversity*¹⁴. Cameron K. S and Quinn RE distinguished four main types of culture: *clan*, *adhocracy*, *hierarchy*, and *market*. Can be identified identify clan with cooperation, adhocracy with creation, hierarchy with control, market with competition.

According to the authors, it is the most frequently used tool for assessing organizational culture. The basis for the use of this questionnaire (OCAI) was the fact that it was used in many sectors of the economy, such as healthcare and education, but also used by local authorities, colleges, universities and the military¹⁵. The questionnaire has been completed with additional questions, incl. determined the type of organizational culture according to T. E Deal and A. A Kennedy based on criteria such as the degree of risk and the speed of feedback.

The essence of the research was also to draw attention to the motivators used in the surveyed companies. The analysis of the results and their presentation was presented on the coordinate system, adapted especially for the described OCAI questionnaire.

The survey was started in 2019 and ended in 2021. The survey was addressed to small processing companies in Poland from the fruit and vegetable industry involved in the production and trade of fresh and frozen fruit and vegetables, employing 9-49 employees. The share of these companies in the total number of processing companies was 64% and a survey was addressed to these companies. Out of 195 questionnaires, 150 questionnaires were qualified for analysis, so the research sample was 75%.

The *Report on the condition of the small and medium-sized enterprise sector in Poland*¹⁶ shows that the number of enterprises in Poland has been growing in recent years. In 2019 it was

¹² Z. Hajduk, *Ogólna metodologia nauk*. Wyd. Katolickiego Uniwersytetu Lubelskiego, Lublin 2001.

¹³ K. S. Cameron, R.E. Quinn, *Kultura organizacyjna – diagnoza i zmiana*, Second issue, extended, Publisher Wolters Kluwer, Warszawa 2015, p. 13.

¹⁴ M. K. Wyrwicka, *Zarządzanie zasobami ludzkimi w przedsiębiorstwie usługowym*, Publisher Politechniki Poznańskiej, 2010, p. 85. Available online: <http://fem.put.poznan.pl/poli-admin/didactics/7492498Zarz%C4%85dzanie%20zasobami%20ludzkimi%20w%20przedsi%C4%99biorstwach%20uslugowych.pdf>

¹⁵ K. S. Cameron, R.E. Quinn, *Kultura organizacyjna – diagnoza i zmiana*, Second issue, extended, Publisher Wolters Kluwer, Warszawa 2015, p. 13; M.K. Wyrwicka M. K., *Zarządzanie zasobami ludzkimi w przedsiębiorstwie usługowym*, Publisher Politechniki Poznańskiej, 2010, p. 85. Available online: <http://fem.put.poznan.pl/poli-admin/didactics/7492498Zarz%C4%85dzanie%20zasobami%20ludzkimi%20w%20przedsi%C4%99biorstwach%20uslugowych.pdf>

¹⁶ *Report on the condition of the small and medium-sized enterprise sector in Poland*, PARP, Warszawa 2020, Available online: https://www.parp.gov.pl/storage/publications/pdf/06-ROSS-2020_20210624.pdf [Access: 22.09.2022]

over 2.08 million¹⁷, in 2020 - 2.3 million. The SME sector, which includes entities employing less than 250 people, accounted for 99.8% of enterprises in Poland¹⁸.

Figure 1 shows the number of enterprises active in Poland over 13 years. Their number increased compared to 2008 - by 21.4%.

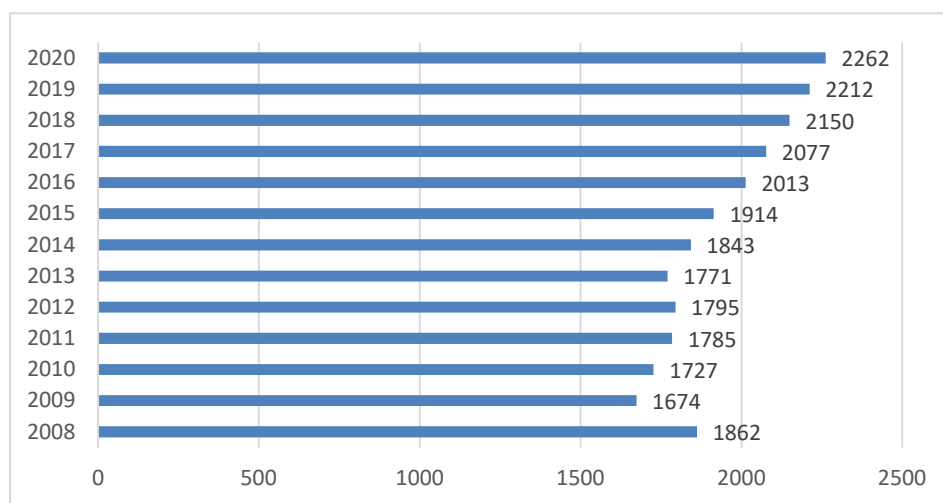


Figure 1. The number of enterprises active in Poland in 2008–2018 (in thousands).

Source: study based on: *Report on the condition of the small and medium-sized enterprise sector in Poland*, PARP, Warsaw 2022, p. 13, Available online: https://www.parp.gov.pl/storage/publications/pdf/ROSS_2022_ost.pdf [Access: 22.09.2022]

The largest group are micro-enterprises (97.0% - 2.2 million), small enterprises 2.2% - 49.5 thousand), medium-sized (0.6% -14.4 thousand), large (0.2% -3.7 thousand)¹⁹.

Table 1 shows the structure of the employed. It can be concluded that the employment level in micro-enterprises is the highest in Poland and amounted to 97% in 2022. Employment in other enterprises, according to the structures provided in the table, is similar and amounts to approx. 2.2% in small enterprises, 0.6% in medium-sized enterprises and large enterprises. 0.2% in 2022.

Table 1. Structure of enterprises by the number of employees in 2020 and 2022

	micro	small	me- dium	large
in 2020	96,7%	2,4%	0,7%	0,2%
in 2022	97%	2,2%	0,6%	0,2%

Source: study based on: *Report on the condition of the small and medium-sized enterprise sector in Poland* (2020), PARP, Warsaw, p. 12, Available online: https://www.parp.gov.pl/storage/publications/pdf/06-ROSS-2020_20210624.pdf [Access: 22.09.2022]; *Report on the condition of the small and medium-sized enterprise sector in Poland*, PARP, Warsaw 2022, p. 6, Available online: https://www.parp.gov.pl/storage/publications/pdf/ROSS_2022_ost.pdf, access: [Access: 23.09.2022]

When analyzing the data on the share of small and large enterprises in generating GDP, one can notice the differences between large enterprises and SMEs.

¹⁷ *Small and medium-sized enterprises in Poland*, PARP, Warszawa 2019, p. 3, Available online: <https://www.gov.pl/attachment/ef662e91-3ff3-40d7-bff8-504169f516b8> [Access: 24.09.2022]

¹⁸ *Report on the condition of the small and medium-sized enterprise sector in Poland*, PARP, Warsaw 2022, Available online: https://www.parp.gov.pl/storage/publications/pdf/ROSS_2022_ost.pdf, [Access: 23.09.2022]

¹⁹ *Report on the condition of the small and medium-sized enterprise sector in Poland*, PARP, Warsaw 2022, Available online: https://www.parp.gov.pl/storage/publications/pdf/ROSS_2022_ost.pdf, [Access: 23.09.2022]

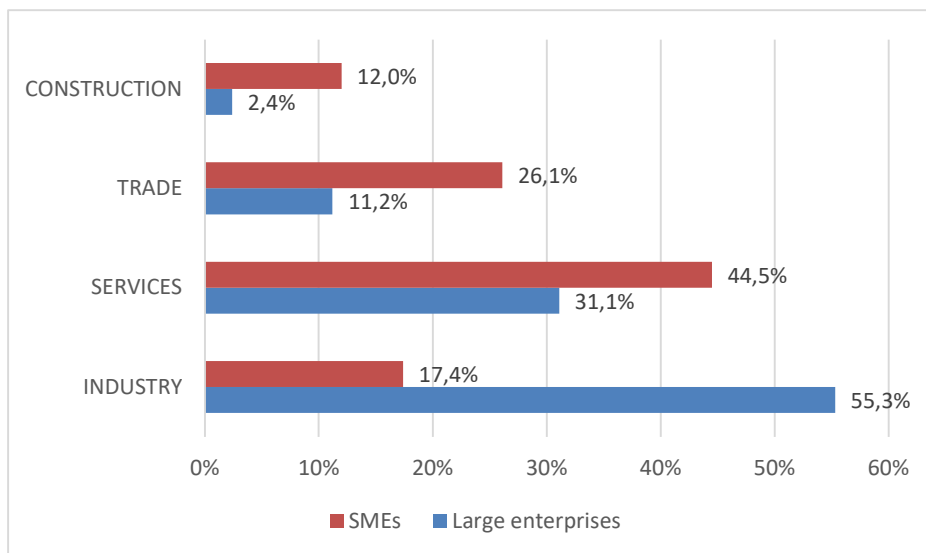


Figure 2. Contribution to the creation of GDP of large enterprises and the SME sector by basic area of activity in 2019. Source: study based on: Report on the state of the small and medium-sized enterprise sector in Poland, Warsaw 2022, p. 21, Available on the Internet: <https://www.parp.gov.pl/storage/publications/pdf/ROSS_2022_ost.pdf> [access: 27/09/2022]

Therefore, it can be concluded that micro and small enterprises play a significant role in the economy in terms of employment and share in the creation of GDP. Large enterprises are mainly located in industry, while SMEs in services, trade and construction (Fig. 2).

SMEs are ambitious and open to suggestions and criticism, and were interested in research results. The selection of the research sample was deliberate. These enterprises are a mixture of tradition and modernity. Small companies can build their competitiveness, e.g. on a long-term production tradition. In combination with the cult of the family recipe and a strong local brand, it can be a recipe for market success despite the threats and difficulties on the market. Companies of this type are not afraid of competition from the largest concerns. They place particular emphasis on the company's development and operate in accordance with the adopted long-term management strategy. They keep track of the ongoing market changes and skillfully adapt to them, gradually gaining their position.

The respondents were employees with more than 5 years of work experience. Therefore, the respondents were mainly employees who are aware of permanent employment and the prospect of further work in this organization. The survey was conducted among the management staff and their subordinate employees.

The opinions of these two groups of respondents, their feelings and experiences had a large impact on the achievement of the intended research goals.

2. Determinants of organizational culture and human capital the surveyed companies

"Culture" is an ambiguous concept because there are over 150 definitions of it²⁰. This may be a factor that hinders its accurate understanding, but on the other hand, it is useful in exploring its essence. Implicit, interchangeable terms are: organizational culture, company culture, company culture²¹. For the purposes of this article, a literature review was performed and nine definitions of organizational culture were distinguished (Tab. 2).

²⁰ D. Mierzwa, *Organizational Culture of Cooperative Enterprises in Poland: An Empirical Study*, European Research Studies Journal, 2021, Vol. 24, Issue 1, pp. 245-246.

²¹ D. Mierzwa, *Organizational Culture of Cooperative Enterprises in Poland: An Empirical Study*, European Research Studies Journal, 2021, Vol. 24, Issue 1, pp. 245-246.

Table 2. Selected definitions of the concept of organizational culture.

Author	Definition of organizational culture
Dessler, Turner	Values, beliefs, patterns of behavior, understanding, assumptions, norms, perceptions, emotions and feelings that are shared by members of the organization [Dessler, Turner, 1992, p. 22].
C. Sikorski	"A set of social norms and value systems that stimulate the behavior of members of institutions significant from the point of view of relations significant for the achievement of a specific goal, and occurring in time and space between people and between people and elements of apparatus" [Sikorski, 1985, p. 254].
J. Penc	"A historically developed system of values, norms, attitudes and patterns of behavior that simulate the behavior of members of the organization and affect its relations with the environment. This culture refers to both the internal life of the organization and the harmonious coexistence with the environment in which it operates." [Penc, 2010]
A. Stachowicz - Stanusz	"Organizational culture can be understood (...) as a system of processes characteristic of each enterprise that connect (integrate and interact) values preferred by management and employees, as well as social and cultural norms with their foundations, and the ways in which these foundations affect and shape organizational behavior. Organizational culture in this sense is a social phenomenon, which includes, inter alia, relations between values and norms and the ways of organizing the structure of the company, the ways and criteria of strategic choices and managing people in the company "[Stachowicz, 2001, p. 77].
M. Holstein-Beck	"The ways people behave in the work process, regardless of whether and how they are subordinated to the goals of the company, employees and groups" [Dictionary ... 1991, p. 78].
M. Armstrong	"A set of common beliefs, attitudes, goals and values of an enterprise, which, although it does not have to be expressed, but which, without special orders, shapes the way employees act and interact, and strongly influences the way in which tasks are performed "[Armstrong, 1997, p. 115]
SM Davies	"A model of professed beliefs and values, giving the company's employees a sense of action and providing them with rules of behavior in their organization" [Kłos, 1998, p. 17].
E. Schein	A model of shared, fundamental assumptions that a given group has created in solving the problems of adaptation to the environment and internal integration. The formula can be considered valid. It is instilled in new members of the organization as the correct way to solve problems [Schein, 1992, p. 6].
E. Jacques	A custom or traditional way of thinking and acting that is to some extent shared by members of the organization and that new employees must at least partially accept [Jacques, 1952].

Source: D. Mierzwa, *Organizational Culture of Cooperative Enterprises in Poland: An Empirical Study* [in:] *European Research Studies Journal*, 2021, Vol. 24, Issue 1, pp. 245-246.

In order to be able to fully understand this concept, it is necessary to pay special attention to the fact that: “organizational culture does not exist in a vacuum and, like everything that happens in an organization, depends on many external and internal factors²² (Figure 3).

Organizational culture is the personality of an organization. It is created by assumptions and values that arise when solving the problems of the organization's adaptation to the environment as well as the creation of an internal community²³.

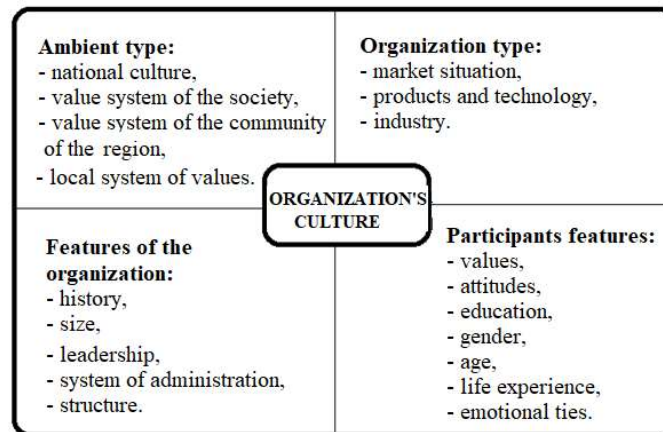


Figure 3. Determinants of organizational culture Source: based on M. Kopczewski, B. Pączek, M. Tobolski, *The essence of organizational culture in managing a production company*, Available on the Internet: http://www.ptzp.org.pl/files/konferencje/kzz/article_pdf_2012/p084.pdf [downloaded: 14.10.2017]

External factors are the type of environment and the type of organization: (national culture, society's value system, market situation, industry, technology) and internal factors are the characteristics of the organization (history, size, mission, leadership, structure, strategy, management style) and participants (values, attitudes, age, gender, education, work experience, life experience, emotional bonds). Have been tested mainly studied internal factors.

The history, age of the organization, as well as its size are of great importance for shaping the organizational culture. Enterprises with long-standing traditions usually present a conservative approach as compared to companies with shorter experience. The dominant style of management also has a significant impact on the organizational culture. In an autocratic approach, culture is centered around values such as discipline, loyalty or obedience. In the democratic style, on the other hand, the culture is much more "open" and thus oriented towards the freedom of choice and independence of employees²⁴.

As a factor influencing organizational culture, mission creates declarations that influence the values of organizational culture through feedback. It is therefore a way that links the organization's values with its strategic goals. In this way, it conditions the process of shaping the organizational culture, as the mission often boils down to a single sentence that contains the essence of the enterprise.

The company's strategy affects the organizational culture, reflecting its character and being a signpost of the company's development. It also defines the scope of employees' tasks and the way they perform their duties. For this reason, the organizational culture is stimulated when a given position requires the employee to constantly learn and improve their qualifications.

²² L. Zbiegień-Machiąg, *Kultura w organizacji. Identyfikacja kultur znanych firm*, PWE, Warszawa, 1999, p. 63.

²³ D. Mierzwa, *Organizational Culture of Cooperative Enterprises in Poland: An Empirical Study*. European Research Studies Journal, 2021, Vol. 24, Issue 1, pp. 245-246.

²⁴ B. Bjerke, *Kultura a style przywództwa*, Oficyna Ekonomiczna, Kraków 2004.

All members of the organization, upon joining it, begin to influence it, bringing their individual features to it, which change the organizational culture of the enterprise. It is mainly influenced by the age of the employees. In organizations where elderly people work, organizational culture focuses on values such as tradition, stability and safety. In turn, young employees bring dynamism, competition, openness, and even a tendency to risk into the organization²⁵.

Organizational culture of enterprises depends on the industry in which a given organization specializes, as it is associated with differences in values and the way of working. According to R. Burt²⁶, organizational culture is the most important among companies dealing with trade, because in this industry it is very important to approach the customer and create a personal relationship with him.

In the process of shaping the organizational culture, market conditions and competition are also important. In times of recession, the organizational culture becomes more restrictive, while in times of expansion it gives the organization more freedom. When organizational culture is not adapted to the environment, its members face problems that make it difficult for them to meet these requirements. Repeating the behavior of other people without taking into account the differences that result from the environment, or excessive focus and attachment to the established rules are those features of the organizational culture that prevent the organization from operating effectively in the market.

Referring to the works of M. Armstrong²⁷, J. Penca notes that the process of shaping organizational culture focuses primarily on²⁸:

- cultural changes, shaping attitudes, values and beliefs, which should be consistent with the strategy, mission, environment and technology of the company;
- strengthening culture, i.e. focusing on what is functional;
- managing change, thanks to which the organizational culture adapts to changing circumstances;
- stimulating commitment through which employees identify with the values and mission of the company.

Therefore, human capital is the most important and indispensable element of any organization. Despite keeping a number of statistics and divisions, human resources and the intangible goods owned by them are constantly changing. These changes are influenced by all significant events in the world, changes in trends or introduced innovations. The organizational culture of enterprises with which a given human capital is related is also a factor that affects both of these elements.

"Human capital is a resource of knowledge, skills, health and vital energy contained in every person and society as a whole, determining the ability to work, to adapt to changes in the environment and the possibility of creating new solutions"²⁹. Human capital is not a genetic property of a given population, but a form of investment that changes due to a series of changes taking place in its environment.

²⁵ M. Kopczewski, B. Pączek, M. Tobolski, *The essence of organizational culture in managing a production company*, Available on the Internet: http://www.ptzp.org.pl/files/konferencje/kzz/article_pdf_2012/p084.pdf [downloaded: 14.10.2017]

²⁶ G. Aniszewska, Rola kultury organizacyjnej w zarządzaniu. *Przegląd Organizacji*, No 1 (768), 2004, p. 10.

²⁷ W. L. Frensz, F. E. Kasta, J.E. Rosenzweig, *Understanding Human Behavior in Organizations*, Harper and Row, New York 1985 [in:] M. Armstrong, *Human resource management*, Oficyna Ekonomiczna, Kraków 2005, p. 15.

²⁸ C. Sikorski, *Organizational culture*, CH Beck, Warsaw 2006, p. 15.

²⁹ <https://encyklopedia.pwn.pl/haslo/kapital-ludzki;3920045.html>

In the individual dimension, human capital is a resource that is a source of greater benefits, including financial ones, resulting from extending the range of available choices. It is people who are the most valuable asset of an organization and it is thanks to them that it is possible to gain an advantage over the competition. People create the "added value" of an organization³⁰.

The human capital category is used to explain a very wide range of economic phenomena and processes. Scientists developing this new economic theory have discovered human capital by asking simple questions relating to phenomena considered either as obvious or already well known in economic theory. Members of the organization, as a very diverse element, contribute to enterprises with their individual contribution that affects the internal organizational culture.

The mutual influence of organizational culture and human capital leads to the adaptation of both of these elements after some time. Organizational culture, although it is usually imposed by the owners of the enterprise, is modified in the process of its implementation. As a result of this process, changes occur in response to the needs of employees and their individual approach to the company's mission. However, human capital also changes, for example through the need for further education, or a change in lifestyle to one that does will allow you to maintain the physical fitness necessary to work in a given industry.

3. Organizational culture profile

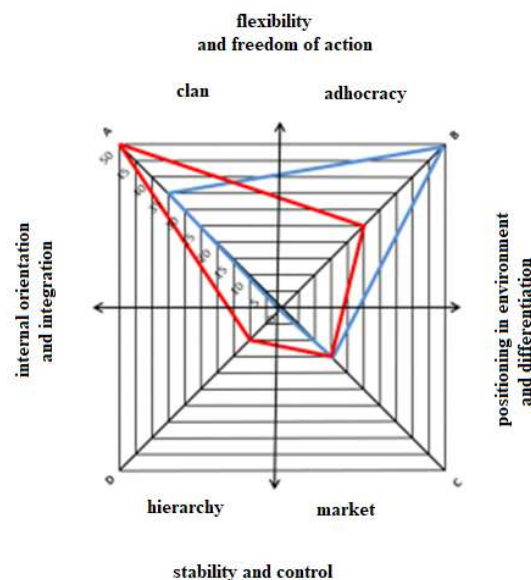


Figure 4. Organizational culture profile.

Source: Own study based on a survey.

	A	B	C	D
Current state	35	49	16	1
Desired state	50	25	15	10

As shown in Figure 4, the surveyed enterprises are dominated by the culture of adhocracy, equated with creation. This proves the entrepreneurial and dynamic nature of the surveyed companies, which largely employ young workers. In the long run, organizations focus on taking on the challenge of greater market control. At the same time, these enterprises should demonstrate

³⁰ M. E. Milian-Pogonowska, R. Balcerzyk, P. Maśloch, *Conditions for Employment of Talented People - Talent Management* [in:] K. S. Soliman (ed.), *Proceedings of the 34th International Business Information Management Association Conference (IBIMA)*, 13-14 November 2019, Madrid, Spain. Vision 2025: education excellence and management of innovations through sustainable economic competitive advantage, International Business Information Management Association (IBIMA), p. 13158.

great creativity, initiative and risk-taking. The present type of adhocracy culture proves the lack of centralized relations and business dependencies³¹.

The desired state for which employees strive differs from the current state. The desired organizational culture is the clan's culture equated with cooperation. The culture of the clan is characterized by a good atmosphere at work, acceptance of the management model used, the possibility of deepening their knowledge and skills, as well as taking up higher positions. Safety at work and freedom of action are therefore very important.

Research results show that work for employees is not only a source of income for them, but also treat it as their mission. In turn, this translates into a strong desire to pursue individual contribution to the development of the organization.

In this case, the managerial staff should play the role of teachers who share their knowledge and experience, helping their subordinates to solve problems related to the position taken. In clan culture, employees reciprocate this relationship through loyalty and affection. The creative thinking of employees and their personal commitment translates into the development of both individuals and the entire community³². In this situation, it can be presumed that the culture of the clan would favor the development of the company.

The main factor responsible for the formation of this type of organizational culture is the management's approach to subordinates. It is them who create the atmosphere at work and the "family" nature of the company. Nevertheless, lower-level employees also play a significant role in shaping the organizational culture. The age and youthful enthusiasm of employees mean that they are open to all novelties and do not have a conservative approach to their position in the organization. Clan culture is an organization resembling a large family in which traditional and values are cultivated and passed on.

4. Employee management style

As shown in Figure 5, the style of employee management is hierarchical. The answers to the desired state differ from the current one. The point difference is 10, which means that the employee management style is now autocratic and the employees would feel good in the clan structure. Currently, the organization prefers job security, subordination, predictability and the immutability of relations.

³¹ K. S. Cameron, R.E. Quinn, *Kultura organizacyjna – diagnoza i zmiana*, Second issue, extended, Publisher Wolters Kluwer, Warszawa 2015.

³² K. S. Cameron, R.E. Quinn, *Kultura organizacyjna – diagnoza i zmiana*, Kraków, Oficyna Ekonomiczna, 2006.

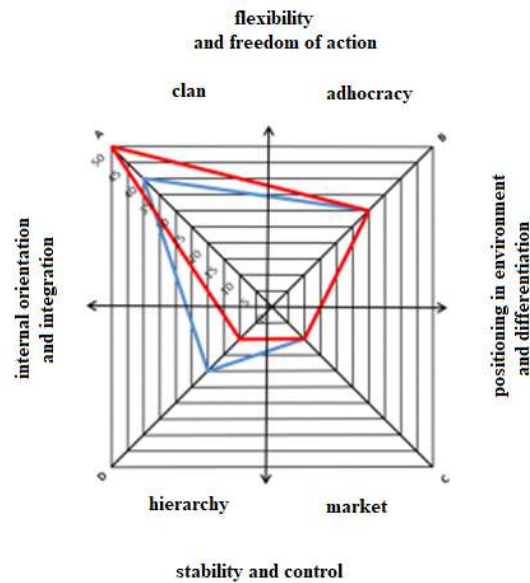


Figure 5. Employee management style.

Source: Own study based on a survey.

	A	B	C	D
Current state	40	30	10	20
Desired state	50	30	10	10

According to the employees, the creation of compact and mixed employee teams would enable the transfer of experience and thus the improvement of employees' qualifications, a greater scope of their independence and decentralization of decisions. The style of employee management requires observation and pressure reduction and control of employees. This can be achieved by eliminating redundant regulations and procedures, resigning from unnecessary reports and paperwork, reducing top-down orders, resigning from formal supervision over teams, delegating decision-making powers, and removing unnecessary barriers.

5. Factors ensuring the consistency of the organization

Figure 6 consisted in the respondents indicating the element which, in their opinion, binds the organization the most. According to the respondents, mutual *trust and loyalty* are the main elements responsible for the unity of the organization. In addition, it is also valued to be involved in the matters of the organization, achieved results and striving to achieve the intended goals. This proves the low level of competition among employees in these organizations.

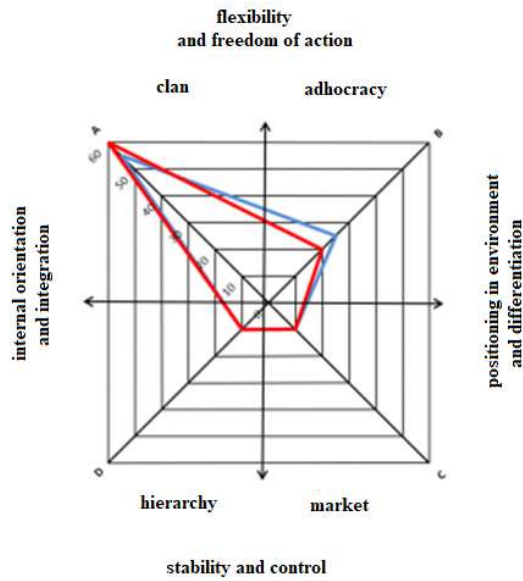


Figure 61. Factors ensuring the consistency of the organization.
Source: Own study based on a survey.

	A	B	C	D
Current state	55	25	10	10
Desired state	60	20	10	10

As shown in Figure 6, the current and desired state, if it coincides and does not require changes.

6. The motivators of the organization

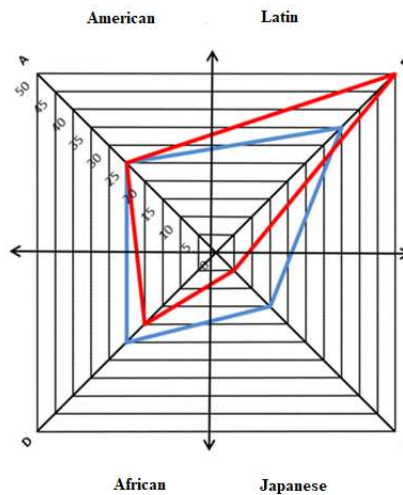


Figure 72. Motivators in the organization.
Source: Own study based on a survey.

	A	B	C	D
Current state	25	35	15	25
Desired state	25	50	5	20

According to F. Herzberg, motivators are a key factor in how employees perform the task entrusted to them and concern:

- personal and team achievements;
- recognition;
- responsibility;
- professional development opportunities .

Motivational factors are management instruments that aim to ensure a high level of motivation among employees. They are one of the elements of the staff motivation system. They are a key skill that proves the effectiveness of a manager's work³³. Question 6 concerned the identification of the basic motivators used in the organization. The current state is different from the desired one. According to the respondents, the most important factor that should be responsible for motivating in the organization is precisely the recognition of formal authorities, job security and stabilization of salaries, which correspond to the Latin motivators. On the other hand, the organization favors Japanese motivators consisting in almost feudal putting at the disposal of the company, unquestioning acceptance of formalized penalties and remuneration, and recommended forms of communication for innovative purposes.

So it can be concluded that managers want to maintain stability and their position. It seems that in the long term, managers must take this into account in order to meet the market requirements and effectively lead the subordinate team.

7. Types of cultures according to T. E Deal and A. A Kennedy

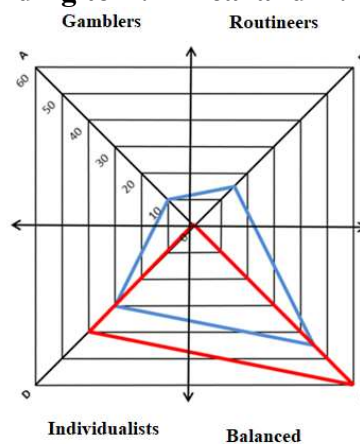


Figure 8. Types of culture according to T. E Deal and A. A Kennedy³⁴

Source: Own study based on a survey.

	A	B	C	D
Current state	10	15	45	30
Desired state	1	0	60	40

The characteristics of organizational cultures according to T. E Deal and A. A Kennedy are based on criteria such as the degree of risk in the company's operations and the speed of feedback.

³³ F. I. Herzberg, *One more time: How do you motivate employees?*, Harvard Business Review, Cambridge 1987, pp. 109-120.

³⁴ T. E. Deal, A. A. Kennedy, *Corporate cultures. The rites and rituals of corporate life*, Addison-Wesley, 1982.

A sustainable culture is a culture of quiet action. Culture of people with a love for order and peace. The features that prove stability, maturity and rationality are highly valued, experience counts³⁵. The basic ritual is a conference that connects various hierarchical problems. The perspective of action is long-term, everything is thought out and considered. Language and work routine very polite. Showing emotions is very reprehensible. The managerial staff and participants of the organization accept and observe in practice the adopted norms and value systems. The organizational culture creates expectations and motivates participants to take specific actions³⁶.

Referring to the **culture of individualists**, it can be described as a culture of people focused on achieving success quickly. It is important to be go-getter and aggressive towards the environment, to act quickly and to make risky decisions easily. It is a world of individualists striving for success. Inside the organization, there is intense competition between employees, which leads to conflicts. Short-term vision dominates. The criterion for judging reality is success.

A balanced and individual culture prevails in the surveyed companies (Figure 8.).

The culture of routines can be seen in the fact that this culture functions in low-risk conditions, which creates a reluctance to change and favors celebrations. The feedback is delayed in time to the decisions of the actions it concerns. Perfect and discreet execution of tasks is at the forefront of values, making mistakes is excluded. Each step of the procedure is recorded and documented. The prevailing patterns are distrust and protection. Coexistence in the organization follows a hierarchical order. The circle of partners, the way of being, salaries and all other aspects of an employee's functioning in the organization depend on the position they occupy in a strict and respected hierarchical order. Every employee knows what privileges are associated with promotion. This culture is characterized by slowness of feedback, low risk of action, ad hoc and fragmented actions, aversion to innovation, the importance of formal positions, protectors as heroes, and the effectiveness of interpersonal relationships³⁷.

The respondents concluded that they would like a balanced culture and would even like to deepen its features. This culture is characterized by quick feedback, importance of hierarchy, great role of reason, great role of authorities, demand for mentors, high personal activity with little risk, gentle manners. On the other hand, young people want to preserve the culture of individualists, which is characterized by competition between employees that gives them the opportunity to demonstrate their skills in order to take a managerial position. It is a short-sighted view and, in fact, in contradiction to the upholding tradition that characterizes these companies. On the other hand, the staff would like to eliminate the features of these companies that correspond to the culture of routine workers.

Summary and conclusions

The aim of the article was to show that interpersonal relations are a key factor influencing the shaping of organizational culture. After a careful analysis of source materials, literature and the results of empirical research, it can be concluded that:

- employees, in addition to looking for a source of income at work, also try to make their own contribution to the functioning and their own concept of methods of achieving the goals of the organization;

³⁵ K. Kostro, *Zagadnienia kulturowe w ekonomii, Gospodarka Narodowa*, 2009, No 3, p. 49, Available online: https://e-uczelnia.uek.krakow.pl/pluginfile.php/401475/mod_resource/content/1/Zagadnienia%20kulturowe%20w%20ekonomii_Kostro%202009_03_02.pdf [Accessed: 12.05.2022]

³⁶ B. Kozusznik, *Zachowania człowieka w organizacji*, Polskie Wyd. Ekonomiczne, Warszawa 2014.

³⁷ W. Błaszczuk (ed.), *Metody organizacji i zarządzania, Kształtowanie relacji organizacyjnych*, Wyd. Naukowe PWN, Warszawa 2005; P. Fobel, D. Fobelowa, *Etyka i kultura w organizacji*, Wyższa Szkoła Zarządzania i Nauk Społecznych, Tychy 2007.

- members of the organization expect from the organization clear and transparent rules and regulations consistent with their beliefs and ethics;
- employees appreciate above all a good atmosphere at work, which provides them with a sense of security and less formal relations with their superiors.

The research confirmed that interpersonal relations in an organization are the main factor in shaping the organizational culture. On the other hand, organizational culture is a key factor motivating human teams to work and self-improvement in terms of competences. People looking for a job in organizations primarily look for a community that will enable them to develop personally and ensure cooperation, which corresponds to the description of the clan's culture. Thus, the salary that employees receive for the work they perform is only one of the factors that make a given position attractive, and it is often not the most important factor.

Additionally, the employees stated that they prefer teamwork, where agreement is sought in order to share their experience and knowledge with each other. This means that employees consider the management style used by their supervisors to be inappropriate, because it does not strive to make the best use of employees' experiences - especially those with longer work experience. In many cases they hold management positions.

According to the description of the elements that bind an organization, the most important thing is mutual trust and loyalty. Recognition of formal authorities, hierarchy of structures, job security and stabilization of wages, according to the respondents, is the most important motivating factor in the surveyed organizations.

At the same time, the organization appreciates hard work, which, however, is not associated with high risk, but above all, quick feedback. Good relationships with people are also important in it, which means that it is necessary to establish contacts easily.

The results of the research also show that all employees have an impact on the type of organizational culture in a given organization. This is evidenced by the fact that the surveyed organizations had relatively narrow organizational structures, which translates into a certain form of cooperation and mentoring in the supervisor-subordinate relationship, as well as more precise control of the duties of individual employees.

Summary:

The aim of the article was to show that interpersonal relations in an organization are the main factor in shaping organizational culture. At the same time, organizational culture is a key factor motivating human resources to work and self-improvement in terms of competences. The research was carried out in Polish small companies from the fruit and vegetable industry selected on purpose. The research tool was a survey questionnaire by Cameron and Quinn, partially modified. Has been determined the profile of the existing and desired organizational culture. Organizations are consistent, Latin motivators are used. They have the character of a balanced culture and individualists. Evidence of employment and stabilization of wages, is the most important motivating factor in the surveyed organizations. The research confirmed that the hierarchical style of people management should gradually change towards the clan's culture, which is equated with co-mentoring in the supervisor-subordinate relationship.

Keywords: organizational culture, human resource management, interpersonal relations, SMEs

Streszczenie:

Celem artykułu było wykazanie, że relacje międzyludzkie w organizacji są głównym czynnikiem kształtowania się kultury organizacyjnej. Jednocześnie kultura organizacyjna stanowi kluczowy czynnik motywujący zasoby ludzkie do pracy oraz samodoskonalenia w zakresie kompetencji. Badania przeprowadzono w wybranych celowo polskich małych firmach z branży owocowo-warzywnej. Narzędziem badawczym był kwestionariusz ankiety wg KS.

Cameron i R. E. Quinna, częściowo zmodyfikowany. Został ustalony profil występującej oraz pożądanej kultury organizacyjnej. Organizacje są spójne, stosowane są łańciskie motywatory. Mają charakter kultury zrównoważonej i indywidualistów. Dowód zatrudnienia i stabilizacja płac, to najważniejszy czynnik motywujący w badanych organizacjach. Badania potwierdziły, że hierarchiczny styl kierowania ludźmi powinien stopniowo zmieniać się w kierunku kultury klanu, co utożsamiane jest z mentoringiem w relacji przełożony-podwładny.

Słowa kluczowe: kultura organizacyjna, zarządzanie zasobami ludzkimi, relacje międzyludzkie, MŚP.

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