

CHAPTER 3

Manifestations of organizational culture in local government units

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Summary: This research aimed to investigate the ways the organizational culture manifests in public sector organizations. The detailed objective was to scrutinize the manifestations of organizational culture in communication, interpersonal relations, management, and behaviour patterns. To collect the data, a questionnaire with close-ended questions was developed. The questionnaire was anonymously filled in by employees working in three purposefully chosen local communities (gminas). The basis for the calculations made was the data collected from correctly completed questionnaires. For these calculations, the responses obtained from 91.2% of the employees were used. For investigation on the ways organizational culture in management manifests, the information collected from the respondents

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and organizational structure charts were analysed. Women dominated among the employed. Most of the employees reported to be married, had higher education and had been working in the community office for no more than ten years. The analysis of the data collected indicates a lack of compliance in the statements concerned with rewarding and punishing employees. In the management area, the respondents assessed the organizational culture as coherent. In the local government units analysed, it is recommended to introduce actions aimed at supporting teamwork and it appears to be necessary to focus on behaviours that increase the introduction of innovative solutions.

Keywords: organizational culture, employees, commune office, artifacts.

1. Introduction

The management efficiency in organizations is influenced by several factors. Each of these factors operates with different intensity. In organizations, all decisions are made by people and people supervise and control the operational processes. Therefore, human resources management is closely associated with enterprises' economic performance. This association has been confirmed in the results of studies reporting findings from several countries and enterprises with various operation profiles (Fey, Björkman, Pavlovskaya, 2000, p. 14).

Effective human resources management based on the ability to make use of human potential in an organization requires continuous learning and ability to perceive changes in attitudes and behaviours of people making up the organization. Employees' attitudes manifest in organizational culture. Organizational culture is an imperceptible resource of an organization and an important component of the competitive potential as well as a distinguishing feature of the organization (Cichoń, Turek, 2017, p. 236). This culture develops throughout the years of the organization's operation. In shaping the organizational culture, an important role is played by situations that are difficult to solve and processes that arise during the operation of the organization, such as the need to introduce structural, product, marketing or motivational changes. An important role in the development of organizational culture arises from the processes of an organization's adaptation to constant changes which take place in the environment (Seredocha, 2010, p. 3). Organizational culture expressed by employees behaviours manifests in organizations at every level of

a management structure and shapes interpersonal relations. These relations determine the use of all the resources of the organization and the efficient achievement of goals, both short-term and strategic ones.

The economic importance of local government units is increasing. Local governments play administrative and economic roles; they are responsible for several activities commissioned by central authorities, and they form a basis for an efficient regional development (Osborne, Radnor, Strokosch, 2016, p. 645). The main task of local governments is to provide public services by transforming economic resources into public goods (Osborne, 2010, p. 2). Such meeting of local needs requires constant communication between local government representatives and the regions' inhabitants. The key role is played here by the behaviour of employees working in local government's offices and this behaviour is manifested through the developed organizational culture (Wojciechowski, 2017, p. 12).

Access to the internet and social media improves residents' expertise and supports the development of a variety of community initiatives. These initiatives can quickly be endorsed by internet activists and various referenda. Such challenges are the ones to be coped with by local governments and this can only be done with people employed in organizations (Pel, Backhaus, 2020, p. 87).

The introduction of social initiatives aimed at earlier meeting the expectations of local communities is possible solely with a coherent organizational culture in local government units because this guarantees appropriate cooperation with the environment (Pel, Dornald, 2017, p. 120). Social initiatives are important in local development because they support economic entities in creating new jobs, which in turn induce some people to withdraw from using benefits of the welfare state (Avelino, Wittmayer, 2017, p. 25).

The potential of employees working in local government offices is an important strategic resource that creates value and is a factor of competitive advantage in a region (Ziółkowski, 2015, p. 147).

2. The Concept of Organizational Culture

Organizational culture is a set of important issues with respect to specific values, principles, views, attitudes, and beliefs which are common for members of a given organization (Stoner, Freeman,

Gilbert, 2001, p. 186). People in organizations are characterized by collective programming of their minds, which makes the employees of one enterprise stand out from those of another (Srokowski, 2011, p. 26). A pattern reserved for the concept of organizational culture is recognized as just and appropriate and it should be passed on to new members of the community as suitable for feeling and responding to problems or difficult situations or situations specific to the organization or its employees.

The patterns of adopted assumptions are shaped in organizations in the process of learning how to cope with the problems of adaptation and integration (Kozusznik, 2011, p. 257). It is also assumed that organizational culture is a social category, and this is demonstrated by the fact that in work environment behaviors depend on commonly accepted norms and values (Nogalski, 1998, p. 105). Through the culture shaped in the organization, we express values which are fundamental for the development of the organization and its employees (Bylok, Robak, 2009, p. 91).

The set of recognized values and norms of conduct identifies the organizational culture with organizational solutions and effectiveness of actions in achieving the set goals. The established hierarchy of goals in organizations, especially in the situation of contemporarily perceived care of employees, customers, environmental protection, sustainable development, and animal welfare, shows the awareness of organization members and organizational culture. The applied standards and recognized values manifest themselves through typical artifacts for a given enterprise (Żbikowski, 2004, p. 58).

The culture manifested in enterprises is a way of feeling, thinking, perceiving and assimilating matters which occur during everyday activities at various levels of organizational structures, specific to the communities employed in them. This specificity means that the culture introduces itself to people's minds, unites the community of the organization, emphasizes what is common and reduces uncertainty, makes views on many issues similar and shows the way of living in the community (Hernandez, O'Connor, 2009, p. 159).

Organizational cultures are shaped by many external and internal factors. These factors are: value systems of societies, values of national cultures, local and regional value systems, legal and ecological environment, economic industries, the level of technologies used, the level of prosperity and market situation, the type of the organization's

ownership, its size, organizational structure, leadership, dominant management style, division of competences, decision making, the features of the organization's community as well as the organizations with which the company cooperates (Kuc, Moczydłowska, 2009, p. 327).

Organizational cultures are shaped by the influence of national cultures in which organizations operate, although, especially today, they can be penetrated by behaviour from other cultures. Cultures are created by a system of learned behaviours common for a given community shaped during interactions at various levels in organizational structures. To the widest extent, the Polish culture arose on the matrix of the European culture, which in turn has its Greco-Roman roots, where the most important element was a free man. That is why it is so important to recognize and respect the dignity of every human being as an employee in an organization (Jaroszyński, 2004, p. 601).

Shaped organizational cultures conducive to achieving the goals of the organization and its employees' personal goals, contribute to the development of societies and are part of the common good, just like science and its achievements or the cognitive accomplishments of humanity. Therefore, it is advisable to learn about organizational cultures and identify new solutions that enrich organizations and communities (Simon, 2005, p. 102).

The aim of the research was to learn about the manifestations of organizational culture among the employees of three public sector research facilities. The research covered employees in territorial, commune self-government units in the Kuyavian-Pomeranian Voivodeship. The specific goal was to learn how organizational culture manifests itself in communication, interpersonal relationships, management, and symbols and patterns of behaviour. The source of data was information contained in a questionnaire developed for the research. The questionnaire was completed by employees employed in three commune offices. Other data was obtained directly in the departments of the offices, from the websites of the offices and the websites of Local Data Banks. The questionnaire contained four thematic blocks concerning: the manifestations of organizational culture in communication, the manifestations of organizational culture in interpersonal relations, the manifestations of organizational culture in management and the manifestations of organizational culture in symbols and patterns of behaviour. The questionnaire also contained a record, where its respondents provided information on sex, age, level

of education, marital status, total seniority and seniority in an office in a managerial or administrative position. Information was collected from 134 respondents. The database was established in Excel.

3. Selected Information Characterizing the Studied Region

In 2017, the Kuyavian-Pomeranian Voivodeship was inhabited by 2,082,944 people. In the years 2010–2017 the population in the voivodship decreased by 0.8%. In 2017, 59.3% of the region's population lived in cities. In 2017, in the Kuyavian-Pomeranian Voivodeship, a share of 48.5% of men and 51.5% of women was registered in the total population structure. The observed regularity in rural areas was higher than average share of men, and in the largest cities of the region there was a significant advantage of women.

The age structure and pyramid of the inhabitants of the Kuyavian-Pomeranian Voivodeship was characteristic for an aging society, which is typical for the entire country. In this characteristic there were two clear demographic peaks, which simultaneously included the groups with the largest numbers. The first of these is called the compensatory boom after the Second World War, and the second is the result of their entry into reproductive age. The number of births was still visibly decreasing, which resulted in a small number of the youngest inhabitants. An increase in the number of older people and a growing prevalence of the number of women in older groups was observed, especially in the 85+ group, where there was a twice difference in numbers in favour of women. The feminization rate in the Kuyavian-Pomeranian Voivodeship in 2017 had not change compared to 2010 and remained at the level of 100 men and 106 women.

In 2017, the population density in the Kuyavian-Pomeranian Voivodeship was 116 people per square kilometer, with forest cover at 23%. The birth rate in this voivodship in 2017 reached a negative value of -0.17 . This indicator in the voivodship showed a gradual increase as compared to 2015 and 2016 where the indicators were -0.64 and -0.33 . The highest dynamics was recorded in births.

In 2017, the voivodship residents received a monthly salary of PLN 3,886.20 for their work, which accounted for 85.8% of the average

wage in the country. Compared to 2015, this indicator had increased by 9.8% (PLN 345.95). In the country, this indicator had increased by 9.1%. The highest salaries were received by employees in large cities.

In 2017, in the area of the Kuyavian-Pomeranian Voivodeship, 195,717 business entities were entered in the National Official Business Register, REGON. There were no people running farms in this number. In 2017, the public sector was represented by 2.8% of entities. Other units belonged to the private sector. The vast majority of entities were those employing up to 9 people, this group of units in the structure of all entities was 95.5%. The share of entities employing from 10 to 49 people was 3.6%, and the share of entities employing over 49 people was 0.9%.

Table 1. Entities of the national economy in voivodeship in 2017 by sections of Polish Classification of Economic Activity, PKD and above 5,000 units

PKD sections, characteristics	Kuyavian-Pomeranian		Poland
	Number	%	%
Retail trade	27219	13.9	13.3
Specialized construction works	15091	7.7	7.4
Healthcare	13516	6.9	5.2
Wholesale trade	13182	6.7	6.9
Land transport and pipeline transport	11453	5.9	5.4
Real estate market services	9748	5.0	5.8
Wholesale and retail trade in motor vehicles, repair of motor vehicles	7344	3.8	3.7
Construction works for buildings	6931	3.5	3.6
Education	6804	3.5	3.4
Activities of membership organizations	6755	3.5	3.3
Other individual service activities, household employing workers, households producing goods and providing services for their own needs	5510	2.8	2.6

Source: Voivodship Labour Office in Toruń, data from Local Data Bank, Central Statistical Office 2018

The Kuyavian-Pomeranian Voivodeship is characterized by lower than average national indicators for entrepreneurship of the inhabitants. In 2017 in the region there were 940 business entities per 10,000 inhabitants, which was lower than the national average (Table 1).

In the communes deliberately selected for the research lived from 13.2 thousand up to 14.1 thousand people. The number of villages in the communes ranged from 23 to 27. The number of employees in offices varied considerably and ranged from 41 to 61 people. In total, 134 correctly completed questionnaires were collected from three official units, which constituted 91.2% of all the employees (Table 2).

Table 2. General characteristics of research facilities

Characteristics of the commune	Commune		
	1	2	3
Number commune	1	2	3
Total locations	38	30	31
Village councils (villages)	27	24	23
Area in ha	14101	13208	14120
Total number of people	4883	7373	11611
Number of schools in the commune	5	6	7
Number of employees in the office	45	41	61
Number of correctly completed questionnaires	40	38	56

Source: study based on data obtained from commune offices

4. Organizational Structures in Offices and Demographic Characteristics of Employees

In Poland, communes are the smallest and at the same time the basic self-government and territorial units. In the Kuyavian-Pomeranian Voivodeship among 144 communes there are 17 urban communes, 35 urban-rural communes and 92 rural communes. A commune's tasks are to satisfy the needs of the local government commonwealth, i.e. all its inhabitants. Communes perform tasks commissioned by state authorities and their own tasks. They are also responsible for public

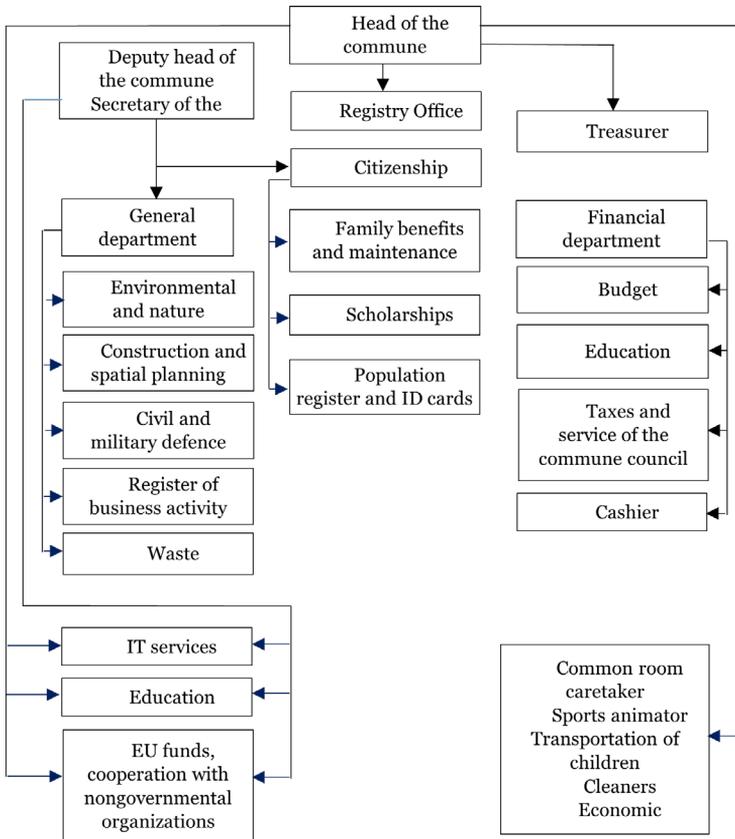
transport, spatial order, construction of streets and bridges, social care and public education. Commune offices operate according to specified rules. These principles are: one-man management, rule of law, rational management of public property, servitude towards the local community, appropriate division of tasks between the organizational units and their proper cooperation as well as internal control. The controlling body is the independent commune council formed through general elections by the commune's residents.

45 people worked in community No. 1. The top position in the office, i.e., in the commune, is taken by the head of the commune to whom the secretary of the commune, the treasury of the commune and the registry office are directly responsible. There are three departments in the office: a general department, a citizen department and a financial department. In each department employees have a defined range of issues to deal with, and the staff and their work are supervised by managers. Among those employed in the office there are also people who have independent jobs. The organizational structure in the commune is designed so that each employee has one supervisor. The deputy head of the commune is responsible for the general department at the commune office, department on environmental and nature protection, spatial planning and construction, military and civil defence, business activity records and waste management as well as for civic, family and alimony funds, scholarships and population register and ID cards. The treasurer of the commune is responsible for accounting services, tax records and services for the commune council. There is also a cashier in the commune office. Some areas of activity are directly subordinated to the commune head. These include matters related to EU funds, cooperation with non-governmental organizations, IT services as well as some activities related to childcare (Fig. 1).

41 people are employed in commune No. 2. The most important in the hierarchy of positions is the head of the commune, to whom the secretary of the commune and the financial department are directly subordinate. There are two departments, the financial and agriculture department, and the rural development department. The deputy head of the commune supervises the financial department, including the treasury of the commune and the department of agriculture and rural development, as well as those employed in technical and office positions, population and ID cards, education, civil and military defence as well as business records, EU funds and municipal promotion,

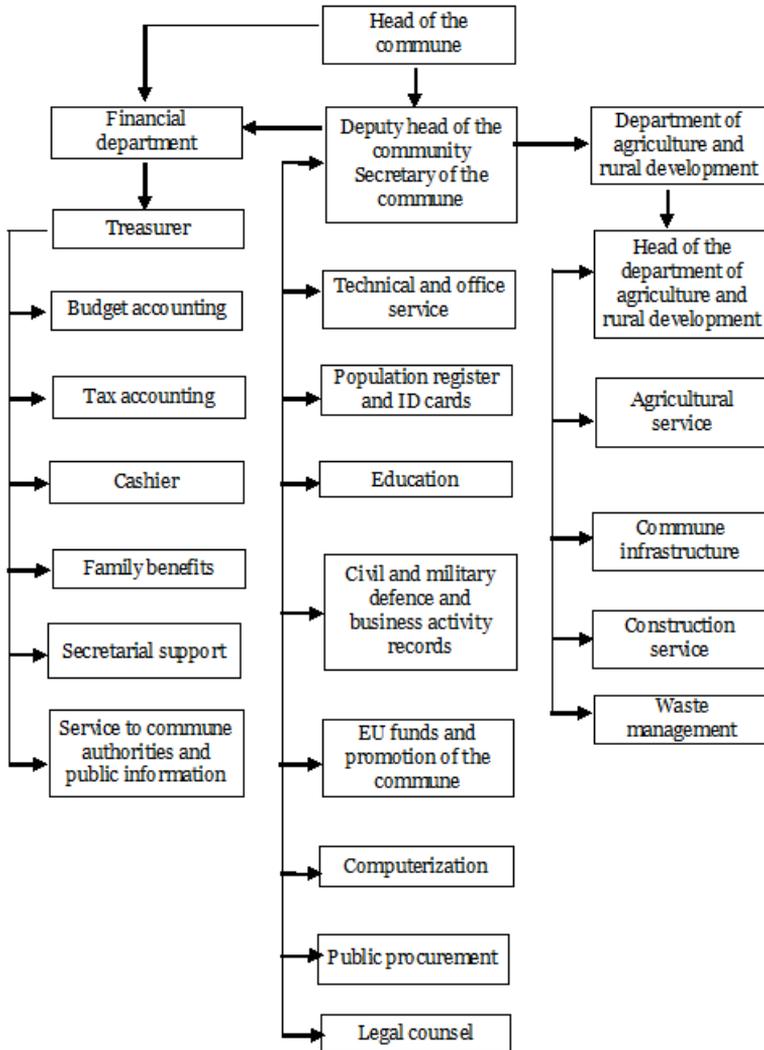
computerization, public procurement, and legal services. In the financial department, the most important are the treasurer and the cashier as well as people dealing with budget and tax accounting, or family benefits are responsible to him. This department also includes secretarial services as well as community and public information services. Agricultural and rural development services, activities related to the commune infrastructure and construction development as well as waste management are conducted in the department of agriculture and rural development (Figure 2).

Figure 1. Organizational structure in commune No. 1



Source: Prepared on basis of data from general department of commune's office

Figure 2. Organizational structure in commune No. 2



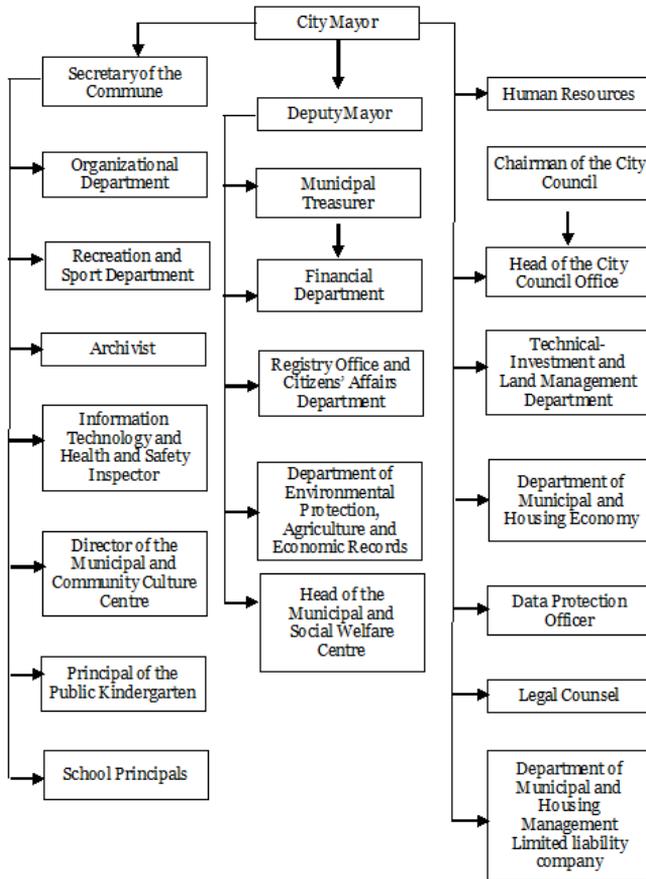
Source: Prepared on basis of data from financial department of commune's office

61 people work in commune No. 3. The mayor of the city holds the highest position in the Town Hall. He is directly responsible for the following positions: the deputy mayor, commune secretary, human resources manager, head of the city council office, technical and investment department and land management, municipal and housing

economy department, data protection, lawyers, and municipal and housing management. There are 6 departments in the office, as follows:

- technical, organizational and land management department,
- municipal and housing economy department,
- financial department,
- environmental protection, agriculture and economic records department,
- organizational department,
- recreation and sport department (Figure 3).

Figure 3. Organizational structure in commune No. 3



Source: Based on data from the human resources department of the municipal's office

In the examined offices, women dominated in the employment structure (70%, 70%, 60%). The most numerous age group were employees aged 26–35 (35%, 30%, 40%). The second largest age group were employees from 46 to 55 years (25%, 30%, 21%). There were no people more than 56 years old in one of the local government units.

Most of the respondents (80%, 83%, 66%) lived in a marriage. A small group of people reported being a widower or widow or leading a single life. In the group of youngest people, over 10% in each of the examined offices were not married yet.

The most numerous group consisted of employees with a master's degree (50%, 38%, 50%). The second place was occupied by employees with a secondary level of education (35%, 22%, 19%). In each office, over 10% of employees beside master's studies also demonstrated having post-graduate studies.

The analysis of seniority in the offices showed that more than half of the employees had a period of work of no more than ten years (60%, 57%, 63%). A significantly smaller group were people whose seniority in the commune office was between 11 and 20 years (10%, 17%, 18%). Only one office had employees with more than 41 years of experience in the workplace (Table 3).

Table 3. Demographic characteristics of the respondents

Specification	%		
	1	2	3
Commune number			
Sex:			
female	70	70	60
male	30	30	40
Age [years]:			
18–25	–	5	18
26–35	35	30	40
36–45	15	13	16
46–55	25	30	21
56 and more	25	22	5
together	100	100	100

Specification	%		
	1	2	3
Commune number			
Marital status:			
unmarried	16	13	29
married	80	83	66
widow/ widower	2	4	-
single	2	-	5
together	100	100	100
Education:			
secondary	35	22	19
higher/ bachelor degree/ engineer	4	18	18
master degree	50	38	50
master degree and postgraduate	11	13	13
post-secondary	-	9	-
together	100	100	100
Work experience in an office [years]:			
up to 10	60	57	63
11-20	10	15	18
21-30	10	11	14
31-40	20	13	5
more than 41	-	4	-
together	100	100	100

Source: based on information contained in surveys

5. Research Findings

Most employees emphasized that they did not use characteristic language at the place of employment (95%, 87%, 76%). A small group of people indicated they used a specific language understandable only to those employed in the office (5%, 13%, 24%). They were employed in such departments where there was little contact with non-office clients. Most often these were words assigned to the characteristics of some co-workers regarding dressing, behaviour or function.

The words mentioned were: “boss”, “finger”, “mail”, “onetek”, “pest”, “cuvette”, “some amount is on the account”.

A significant number of the respondents claimed they were rather regularly informed about all the changes planned to be introduced in the office (90%, 74%, 52%). Only in one office every third employee stated that information was definitely provided to the subordinates (33%). Some employees noted, however, that they were unlikely to be informed about the planned changes (5%, 26%, 15%).

Information obtained from the employees of the public offices showed that managers regularly convened meetings at which joint consultations regarding the performance of tasks took place. Only in one office every tenth employee indicated that this was not the case and the supervisor did not care for meetings to be held regularly.

Every third employee noted that in the workplace there were situations when employees talked about their personal or family problems. In this respect the answers “rather yes” were as follows: 30%, 35%, 34%. Most of the employees indicated that they rather did not talk about family or personal matters in the workplace (70%, 65%, 53%). In one office, some employees expressed that they definitely did not raise personal matters at work (13%).

Workers employed in the offices used various forms of communication, but in two examined offices most often they used informal forms (53%, 51%) and in one of the offices most often the written form (56%) was used. Formal addresses (21%, 25%, 25%) were the second most-used form of communication in all three facilities (Table 4).

Table 4. The manifestations of organizational culture in communication

Specification	%		
	1	2	3
Commune number			
Use of language abbreviations understandable only to employees:			
yes	5	13	24
no	95	87	76
Notifying colleagues by superiors about changes that are planned to be implemented:			
definitely yes	30	70	43
rather yes	70	30	47
rather no	–	–	10
definitely no	–	–	–
Frequent conversations about one's personal or family problems:			
definitely yes	–	–	–
rather yes	30	35	34
rather no	70	65	53
definitely no	–	–	13
The most common form of communication in the workplace:			
written	11	11	56
official formal addresses	21	25	25
informal	53	51	19
spontaneous	15	13	–

Source: study based on survey data

More than half of the respondents rated the atmosphere at work as rather friendly (55%, 65%, 66%), and the remaining people (45%, 35%, 30%) as definitely friendly and based on kindness. Only in one office it was indicated in the responses that the atmosphere was rather unfriendly (4%).

All employees of the commune offices could count on the help of male and female colleagues in situations requiring assistance in carrying out assigned tasks. No one answered “rather not” or “definitely not”.

In the opinion of every tenth employee in the commune office No. 1 and No. 3, team work was rather unsupported by superiors. Other people showed different opinions in this respect. All employees in each of the examined facilities believed that their superiors cared for a good atmosphere at work. In total, 100% of employees chose the answer “definitely yes” or “rather yes”. Similarly, all employees confirmed that in their opinions friendly relations in the workplace had an impact on the results achieved and the development of the organization in which they worked (Table 5).

Table 5. The manifestations of organizational culture in interpersonal relations

Specification	%		
	1	2	3
Commune number			
The atmosphere at work is friendly, based on kindness and mutual trust:			
definitely yes	5	13	24
rather yes			
rather no			
definitely no	95	87	76
The ability to rely on the help of colleagues in case of problems in the performance of task:			
definitely yes	60	70	55
rather yes	40	30	45
rather no	–	–	–
definitely no	–	–	–

Specification	%		
	1	2	3
Commune number			
Supporting teamwork by superiors with equal treatment of all employees:			
definitely yes	55	52	34
rather yes	35	44	56
rather no	10	4	10
definitely no	-	-	-
Caring by supervisors for a good atmosphere at work:			
definitely yes	55	46	42
rather yes	45	54	58
rather no	-	-	-
definitely no	-	-	-
The impact of friendly interpersonal relationships at the office on the results of work and office development:			
definitely yes	85	96	84
rather yes	15	4	16
rather no	-	-	-
definitely no	-	-	-

Source: study based on survey data

All those employed in the offices and participating in the provision of information agreed that their supervisors ensured that they participated in trainings which increased their competences. Similarly, unanimous responses were obtained regarding the precise definition of the assigned duties related to the work performed. All employees knew the mission and strategies of the offices in which they were employed. Although a majority of employees said that their office used a system of rewards and penalties (75%, 74%, 82%), in two entities every fourth employee had a different opinion and in one office every fifth person indicated that such a system was absent. The respondents reported that the system was mainly used in a monetary form. Other forms used were written reminders and reprimands with entries in employee files, oral and public reminders and praise, medals, discretionary awards or joint trips. Possible changes in remuneration and financial penalties were

applied in accordance with the regulations in force. The system used had to comply with the Labor Code.

In the opinions of all the employees in their workplaces the greatest emphasis was placed on the results achieved and competitiveness on the market (55%, 60%, 58%). In two offices, employees indicated the importance of employees' personal development in the second place (20%, 19%), in the third, control (15%, 16%), and in the fourth, inspiring the introduction of innovative solutions and appreciating these activities (10%, 5%). In the third commune the opinions of employees were different. The analysis of the collected data allowed to conclude that in this office control played a big role and it obtained the second place in the hierarchy of values in the organization. Innovative solutions were also appreciated in this office, but the importance of personal development obtained the lowest position in the opinions of the employees (Table 6).

Table 6. The manifestations of organizational culture in management

Specification	%		
	1	2	3
Commune number			
Caring by supervisors about the participation of their subordinates in training to raise competences:			
yes	100	100	100
no	-	-	-
Is the scope of duties known and precisely defined?			
yes	100	100	100
no	-	-	-
Do employees know the mission and strategy of their workplace, which is the municipal office?			
yes	100	100	100
no	-	-	-
Does the office use a system of rewards and penalties?			
yes	75	74	80
no	25	26	20

Specification	%		
	1	2	3
Commune number			
The most emphasis in the office is on:			
personal development	20	19	7
achieved results and market competitiveness	55	60	58
innovative solutions	10	5	13
control at every level on management	15	16	22

Source: study based on survey data

The manifestation of organizational culture in the patterns of behaviour took place in the joint celebration of employee ceremonies and among those name days and retirement parties were enumerated. Employees also pointed to the importance of elegant and neat dressing in the office. According to the employees of all the offices, the most important was knowledge, competence and responsibility. Employees considered rivalry and the struggle for power to be the least valued quality. Employees of all the offices unanimously stated that in their workplaces status signs were not visible (Table 7).

Table 7. The manifestations of organizational culture in symbols and patterns of behaviour

Specification	%		
	1	2	3
Commune number			
Characteristic outfit:			
yes	-	10	21
no	100	90	79
Custom practices:			
characteristic way of receiving customers at the office	25	21	30
a specific way of saying hello	18	10	3
joint celebration of employee celebrations (retirement)	47	58	57
spending time together during breaks	10	11	6
a special place for a meetings	-	-	-

Specification	%		
	1	2	3
Commune number			
The most respected values:			
knowledge and qualifications	51	42	49
ability to work in a team	14	9	8
involvement	11	12	11
rivalry	1	1	1
ability to achieve goals	3	14	17
personal development	1	3	1
responsibility	19	19	14
ability to fight for power	–	–	–
Are there any signs of employee satus in the workplace?			
yes	–	–	–
no	100	100	100
Are festivities celebrated jointly at the workplace?			
yes	75	–	92
no	25	100	8
Are breaks at work spent with one's colleagues?			
yes	60	56	70
no	40	44	30
Does organizational culture affect the functioning of the office?			
very well	50	48	32
well	50	52	68
badly	–	–	–
really badly	–	–	–
Does organizational culture have a positive effect on employee involvement?			
definitely yes	50	48	42
rather yes	50	52	58
rather no	–	–	–
definitely no	–	–	–

Source: study based on survey data

6. Conclusions

Organizational culture is an inseparable part of the functioning of an organization, it creates a symbiosis with management and determines the success in a competitive market. Organizational culture is built by employees, and its base is the organizational structure, management, environment of the organization and cooperation with it. In the surveyed local government units in the field of communication, most employees did not use characteristic phrases understandable only for people who cooperate with each other. The people who used specific phrases were employed in finance departments and used abbreviations typical for accountants and financiers. Employees were informed about matters related to the functioning of the organization on a regular basis, although it is worrying that each of the entities contained a group of people who had a negative opinion in this regard. Analyzing the issue of regularity of convened meetings, it was found that meetings with employees were held systematically, in one commune there were less of these meetings. Employees were rather reluctant to deal with their personal matters in the workplace. Significant discrepancies were observed in the forms of communication used. In two facilities, employees most often used informal forms, and in one, written and official forms predominated.

A great deal of agreement was observed in shaping interpersonal relationships. In the local government workplaces there was a nice atmosphere based on kindness and mutual help in performing tasks. The employees unanimously recognized the role of superiors in shaping a friendly climate in the workplace and they knew that friendly relations were important for the development of the offices in which they worked. In the opinions of the employees of all evaluated offices, there were reservations regarding the support of teamwork and equal treatment of employees.

Organizational culture in management in the surveyed units proved to be very consistent. In matters concerning raising competences, defining responsibilities and knowledge of strategy, there was full agreement of statements. There was no full agreement in statements regarding the use of reward and punishment. In the offices, the most important role was to achieve results. In one of the offices, compared to the other two, there was a much larger scope of control.

In order to improve the organizational culture in offices, attention should be paid to improving communication between superiors and employees in terms of notifying about planned changes and consulting ongoing tasks. Actions should be introduced to encourage greater support for teamwork. It would be advisable to attach greater importance to innovative solutions for better organization development and increased competition. The system of rewards and penalties requires consultation of employees. The regulations should be accepted by employees and they should be familiarized with them. The implementation of the suggested actions will contribute to a better integration of organizational culture with management and it will ultimately contribute to increasing the integration of employees with the organization and to increasing motivation.

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