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## Systemic tools of human resource management in modern enterprises

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# SYSTEMIC TOOLS OF HUMAN RESOURCE MANAGEMENT IN MODERN ENTERPRISES / Systemowe narzędzia kierowania zasobami ludzkimi w nowocześnie zarządzanym przedsiębiorstwie

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## STRESZCZENIE

Niniejszy artykuł przybliży czytelnikowi trzy systemowe narzędzia, których znajomość pomoga menedżerom nowocześnie zarządzać zasobami ludzkimi w organizacji, której przyszło działać na trudnym, konkurencyjnym i bardzo wymagającym rynku. Dzięki dostępnej literaturze autor, podjął próbę przedstawienia znaczenia skutecznej komunikacji jako jednego z ważnych i istotnych narzędzi kierowania ludźmi. Druga część koncentruje się na omówieniu stosunków na linii; przełożony-podwładny i opisuje krótko teorię wymiany LMX. W ostaniej części artykułu, autor pisze o kulturze i klimacie panującym w organizacji oraz ich wpływie na zatrudnionych w niej pracowników. Są to rozważania teoretyczne, przedstawione w sposób skondensowany, opracowane w oparciu o najnowszą dostępną literaturę naukową, zarówno polsko i angielskojęzyczną.

**SŁOWA KLUCZOWE:** KAPITAŁ LUDZKI; PROCES KOMUNIKOWANIA; EFEKTYWNOŚĆ; KULTURA ORGANIZACYJNA; KLIMAT ORGANIZACYJNY; STRATEGIA WSPÓŁPRACY; NOWOCZESNE ZARZĄDZANIE; ZARZĄDZANIE KADRAMI.

JEL CLASSIFICATION: M 12

## ABSTRACT

This article introduces the reader with the three basic systemic tools that help manage human resources within an organisation operating in a difficult and competitive market in a more modern fashion. Thanks to the available literature, this article will attempt to present the importance of effective communication as one of the most important tools of management. The focus then shifts to discussing "on the line" relationships such as superior-subordinate, and also briefly mentions the LMX theory of exchange. The conclusion of the study points to the culture and climate of the enterprise and its impact on workers employed within it. These are theoretical considerations presented in the condensed manner based on the latest available scientific literature.

**KEY WORDS:** HUMAN PROCESS OF COMMUNICATION; EFFECTIVENESS; ORGANISATIONAL CULTURE; ORGANISATIONAL CLIMATE; COOPERATION STRATEGY, MODERN ENTERPRISES; HUMAN RESOURCE.

## INTRODUCTION

**I**ncreasing globalisation, mainly manifested in the social and economic sphere can be a challenge for the Polish entrepreneurship. The Polish market and with it, Polish companies acting within its framework can increasingly feel this impact. This includes the management of the company and its financial condition. To meet the very dangerous global competition, every company needs to take a very quick and effective actions, in particular concerning the development of human re-

sources, which undoubtedly is one of the main factors for the competitiveness of the organisation.

In modern economies, it is the human resources which are the driving force of economic growth and have a significant impact on the value of the company. This is why people are a precious asset in which the investment undeniably translates into economic profit (Purcell, Boxall, 2015:32). Increasingly, high competence and skills of staff members are seen as a carrier of the success of the organisation and thus staff development can be seen as

interdependent, as the development of the company itself progresses.

Human capital is primarily the competency of managers and employees. It is their knowledge, skills, proper competency, motivation, behaviour and attitudes towards work and others at the workplace, as well as the culture and climate of the organisation which decide whether the company is able to fight and maintain a competitive advantage or not.

Despite the fact that standards of human resource management and likewise personnel related policy-making in Polish enterprises are steadily growing, both human resource development and self-management still remain the gripe for Polish organisations. This has a very significant impact on their low competitiveness compared to more developed countries within the common market of the European Union. Therefore, activities taken for the purpose of development of human resources in Polish enterprises should be treated with diversity. The first thing for managers (directors) of companies to realise is the need for investment in human capital, and secondly, to pass the appropriate knowledge, procedures and tools for the proper functioning of management within an organisation.

Based on the above argument, the main objective of the article has been set: Can the role of effective communication, employer – subordinate relations and the climate and culture of the organisation be considered a systemic tool in supporting the management of human resources in a modern enterprise?

## 1. THE IMPORTANCE OF EFFICIENT COMMUNICATION IN AN ENTERPRISE

The Manager plays many different roles within an organisation. This can be a variety of managerial or organisational duties, control as well as duties regarding information, the control of it and its distribution amongst the organisation. Roles directly related to the flow of information are particularly important, especially nowadays where business operate in the era of Information Technology, which increases the challenges managers face and significantly alters their work. (Morawski, Niemczyk, Perechuda, Stańczyk-Hugiet, 2010: 166).

Modern management must take into account the changing business environment, its strong momentum and the increasing level of competitiveness. It is mainly the increase in competitiveness that has had a major influ-

ence on the development of discipline in managing information resources. The evolution of the methods and theories of management is closely related to new technologies, especially those related to information technologies. This affects both the organisation of activities, as well as the methods and styles of work among employees. This has changed the approach to management and resulted in a different organisational configuration in the field of information and communication. (Godziszewski, Haffer, Stankiewicz, Sudoł, 2011: 421).

Referring to the findings of H. Mintzberg, who points to three main roles of the manager, including information to be part of the role, it is worth at this point to draw attention to specific roles, ie. The role of the receiver (exploration and extraction of information), the role of the transmitter (dissemination of information) and the role of the medium (representative, to mediate the flow of information). (Leśniewski, Morawska, 2012: 77).

Communication is an important element not only in the role of information. Roles also require interpersonal communication between management, employees, customers, suppliers, etc., And decision-making roles in the area of information is a basic building block of the decision. Manager in the organization, in addition to the aforementioned roles, also acts as a monitor that requires critical thinking, coping with congestion information and management of basic mental processes (Quin, Faerman, Thompson, McGrath, 2007: 43).

Communication in the organisation performs many important functions. Firstly, it is a function of information associated with providing the information needed in decision-making and coordinating activities. Secondly, the Instructional function relating to the transfer of information and its explanation. The third function is integration. Information allows you to connect the unit together and synchronise activities. Another is the control function, through the transmission of information, for example. An employee's results at work.

The process of communication in the simplest terms, consists of three elements: the sender, the message and the recipient. The simplicity of this approach does not show the slightest terms of complexity issues. A more complex approach towards the communication process includes: the sender (the source), the process of encoding, the message, the of channel of decoding and the receiver. Do not forget that almost every element of the abovementioned communication system, noise as a factor may distort the information itself. (Kozusznik, 2011: 256).

One of the proposed ways of distributing the forms of communication is to recognise verbal (words or letters) and non-verbal communication (no words or speech involved). In direct verbal communication the message is enhanced using nonverbal communication (facial expressions, facial expressions, body position, etc.) (Szcześniak, 2016: 140). Verbal and non-verbal communication can complement, strengthen each other as well as the opposite – it can weaken it. (Morawski, Niemczyk, Perechuda, Stańczyk-Hugiet, 2010a: 167).

On the other hand, direct communication is the form of communication, where the message arrives directly from the sender to the recipient. In communications, there is an intermediate broker, usually the person who transmits messages - information from the group of employees for example to the supervisor. From another perspective, we can talk about one and two-way communication. One-way communication means that the sender transmits a message without expecting feedback (e.g. Circular, management, etc.). The two-way communication occurs where the sender is waiting for feedback. Undoubtedly, bidirectional communication is more complex. It requires more skill, but also results in better integration. In difficult situations and those where there is a need to act quickly, it works better way communication. (Leśniewski, Morawska, 2012a: 79).

Communication taking place only through officially designated routes often runs in line with the hierarchy of official subordination. This is known as formal communication. Most often it applies to all kinds of issues related to the functioning of the company as well as the execution of tasks and duties. The ways of formal information transfer tends to be defined and determined by the top management.

Formal contacts between employees in the framework of horizontal communication provides an opportunity for peer networking. This is informal and in effect creates an unofficial information flow within the company. These informal relationships bring together employees on the basis of sympathy, their similarity of views or their personality. Therefore alongside formal communication in the organisation, people also make conversations which are not always related to the duties and responsibilities they carry.

Thus a second means of communication is developed, informal, independent of employee status or activities they performed. Informal communication takes place outside the lines of subordination and takes different

forms. The strongest growth can be mostly observed in difficult and obscure crisis.

The complexity of the information flow in organisations does not only stem from the various forms of communication, but also different styles of communication. Knowledge of the factors that make up the style of communication can allow the managers to analyse their own and others' behaviour and communication and, if necessary, to change them.

K. Obłój represents the specific factors which influence styles of communication. The first is the level of confidence or otherwise - the level of assertiveness. The second is the level of openness, which shows to which extent during the communication process participants are at ease in showing their emotional states and to what extent they want to maintain contact. If we compare these two dimensions, then we separate the four main styles of communication. (Obłój, 2007: 80):

1. The "Friend" style means open contact with people. A friend spends a lot of time maintaining social ties and their understanding of other people. Good listeners and encourages others to talk.
2. The "Advisor" style is set towards contact with people, but differently than a "Friend", because they like to shine, be witty and to influence others. They are energetic and enthusiastic.
3. The "Analyst" style is task conscious. An "Analyst" says little, if anything, can be seen as monotonous and boring. He is interested in facts, figures, data, and not one's emotions or opinions. They are willing to cooperate and reach out to others for help when approaching something they do not know.
4. The "Boss" style is characterized by a person who is task-oriented. The person can have aggressive, persuasive or dominant characteristics, can be strapped to their concepts and strive to communicate specifically and keep to the point.

It is worth noting that the more similar communication styles of people are, the easier and more effective it is for them to communicate. It is therefore important to recognise the communication style of our interlocutor (superior, subordinate, colleague, etc.) „And tune in "to him" (Morawski, Niemczyk, Prechuda, Stańczyk-Hugiet, 2010b: 169).

Communication is a specific instrument of management. On one hand, it seems like a competence so simple and obvious that its education should in principle only be a part of overlapping experiences. Practice shows how-

ever that huge gaps exist in this area and thus the need for multidimensional analysis is necessary - not only at a managerial but also sociological, psychological and ordinary daily life levels.

## 2. EMPLOYER – SUBORDINATE RELATIONS

Relationships have a great influence on what happens in the organisation. Relationships between employees are not the only important ones. Relations on the basis of employer - subordinate and vice versa also play a very important role. These relationships do not remain without an impact on the culture in the company, the climate work and cooperation between other employees. It is difficult however to measurably present the role of this element (factor) in a fairly complex set of what we have to do in any organisation. (Ścibiorek, 2010: 69).

According to Z. Ścibiorek, the company's employees are a special resource, characterised by the fact that they will never become the property of the employer, they have certain power and they decide on the "to be or not to be" of the company. This resource should therefore be properly used and encouraged (motivated) towards attitudes consistent with the interests of the staff and the entire organisation. Then the individuals and teams will identify with what they do and where they do it. (Bogdanienko, Piotrowski, 2013: 365).

The manager should thus affect their employees in a way that skilfully combines maturity and general prestige of his position (managerial), with accentuation of its huge values. They are also fully conscious individuals that understand joint commitment, desire to succeed will depend on the condition of the company and the position of the people working there. (Ścibiorek, 2010a: 70).

To be successful, an organisation must have the understanding that employees are the basis and the most important source of its successes. There will be no effect, if it does not understand or see the needs of its employees. This underlines the need for very good relationships with many employees, taking into account their goals, desires and general expectations. To succeed as a whole team, you need to know its members well. A new approach is therefore needed towards the role of human resources in modern enterprises. But you always have to remember to subjective, individual approach to every human being. One can never put an equal sign between people, every employee has their own needs and expectations as well

as another system of values. (Bogdanienko, Piotrowski, 2013a:366).

An essential foundation for the overall interest and the effectiveness of the organisation is the creation of a positive work environment by the manager. Employees have every right to expect to be treated with dignity, loyalty, support and understanding. In addition, they expect competence and exceptionally skillful delegation, whose main objective is to increase the participation of the team in a consistent process for managing the organisation.

Participation requires however that employees have a fairly large and "fresh" knowledge, which is possible only thanks to the consistent policy of training the entire enterprise. It also includes sharing expertise with the subordinates, which should never be equated with lowering the prestige of a particular manager, and is an expression of serious treatment of all staff and the perception of it as your partner. (Marek, 2010: 75).

An example of treatment of the employee as a loyal partner may be, the theory of exchange superior and subordinate (Leader-Member Exchange LMX), which assumes that the mere leadership of the manager is based on a personal relationship to a particular subordinate (Foong, 2011: 21). In such pairs there is an appropriate exchange of mutual "benefits". The Superior offers the subordinate support and enormous confidence, the impact on one or another decision, assistance in execution of tasks, access to attractive tasks and so on. In contrast, a subordinate supervisor usually offers their valuable time (availability), commitment, obedience and reliable, suitable work. (Baird, 2007: 67).

A manager has a different relationship in pairs with various subordinates. Some of his subordinates have a very good relationship, based mainly on respect and trust. Others have relationships based mainly on duty and subordination. This diversity does not stem from malice from managers, but in contrast with significantly limited resources of time and attention they can devote to their subordinates. (Bogdanienko, Piotrowski, 2013b: 369).

The use of the LMX by managers results in an immediate increase in efficiency and satisfaction of many workers. High conversational exchanges between superiors and subordinates results in much better performance in work. (Baird, 2007a:80).



### 3. THE CLIMATE AND CULTURE OF THE ORGANISATION AND THE INFLUENCE IT HAS ON ITS EMPLOYEES

The Organisational climate is a concept as complex as organisational culture, because these concepts relate to how to interpret the reality surrounding the employee within the organisation. As far as culture is a reflection of deep-rooted, often unconscious values, climate refers to those aspects that are seen in a conscious way (Nieckarz, 2011: 123).

As far as culture is relatively unbreakable, a common structure for all employees, the climate is a concept of subjective aspects, this is due to the fact it is the result of the evaluation of various characteristics of the organisation, particularly relevant to a specific employee. The differences within climate are determined by demographic characteristics, personality structure, gender, achievement motivation (Nieckarz, 2011a: 123).

Of course, the psychological climate is not a homogeneous phenomenon, it may in fact consist of several dimensions. You can include dimensions such as autonomy, integrity, trust, appreciation, impartiality and support. Their perception of the employee affects the assessment of the organisational climate. (Zawadzka, 2010: 19).

It is worth noting that the evaluation of the climate in organisations can be due to quite rapid change, however the culture itself is a phenomenon relatively permanent and unchanging. Thanks to this the organisational climate can become a great tool for motivating employees (Schermerhorn, 2008: 195). The concept of organisational climate is close to the theory of expectations. Expectations are associated with the assessment of the attractiveness of a goal, as well as the perception and evaluation of the various dimensions of climate (Nieckarz, 2011b: 123).

The organisational climate, evaluated as positive or negative, is the carrier of certain expectations of the employee. This may be seen as motivating or demotivating. Research suggests that organisational climate can have a significant impact on the level of stress, absenteeism, commitment and participation among employees, as well as the relationship with other factors such as the behavior of the employee and their job satisfaction, willingness for creativity, innovation and change as well .

Every business, like every person, is different. There are no two identical companies, even if they represent the

same industry. Some are “more intelligent”, others have high adaptive capacity (strength to survive in the harshest conditions), others hold a strong personality (strong culture) (Dołhasz, Fundaliński, Kosala, Smutek, 2009: 171).

Some companies are drawn into an intense rivalry, which means that their employees need to be more productive and creative and even aggressive. There are companies within which rivalry between groups lasts. Managers that lead their departments, to bring them more profits, and at the same time do not allow anyone from their employees to feel very secure in their positions. (Zbiegień-Maciąg, 2008: 53).

There are organisations which seek to develop a strategy necessary for cooperation first and foremost, there are those that characterise as cold or bureaucratic, but they are friendly to people and the environment. Companies are born, grow, get sick, they recover and fall, but also have the ability for renewal. There are many divisions cultures. Psychologist Levinson believes that each company has its own individual personality, presentation and implementation of tasks. For example, the companies he lists are: (Zbiegień-Maciąg, 2008a: 54):

- strong, aggressive, for example. General Motors,
- innovative, dynamic, eg. IBM,
- Male, offensive, for example. Eastern Airlines,
- conservative, eg. the majority of US banks,
- feminine, eg. insurance companies, banks.

Many researchers are convinced that the culture of the organisation, is one of the most significant factors affecting the success of an organisation. Established forms, which are deeply rooted in its culture and subcultures, may be evidence of why some companies succeed while others fall.

A “Good,” suitable organisational culture can be invaluable in achieving goals, and in opposite an “evil” one may be the primary cause of organisational problems. You should always observe the behaviour of employees in the organisation, so that you can fairly quickly respond to emerging new, previously unknown situations. They should be analysed properly and be able to determine whether they are favourable or not (Zbiegień-Maciąg, 2008b: 54). If you have positive effects, they can be maintained and incorporated permanently to the culture of the organisation, but if we see the negative consequences of their actions, we need to liquidate them quickly, not to have taken dangerous dimensions. Based on the above considerations, we can distinguish:

- A positive Culture (constructive) and,
- A negative culture (biuropatologiczną).

Based on the analysis of the available scientific literature, you can distinguish the following types of organisational cultures:

1. **An „introverted” culture.** The company that has this culture is focused on its interior and its internal resources. They may show reluctance to communicate with the environment, resulting in the isolation of external contacts. Aversion to risk-taking, a tendency to be self-sufficient based on the its strengths and internal resources, these are the biggest features of its characteristics. Such a company does not focus on the market environment. It is as if locked from the inside. It may be, that individuals with introverted personalities are part of the company. Typical behaviors of this type of culture are: (Nieckarz, 2011c: 128):

- Little tolerance towards different values and views,
- People know each other very well, they are sensitive to your case, they think and feel alike,
- New members, for an extended period of time are treated with a certain restraint.
- Workers with this kind of culture cannot imagine changing jobs.
- This type of culture can also be called “adoration”. It is the same with an introverted company culture as it is with people. Introverts are happy, highly successful, and there are those for whom those personality traits are very uncomfortable.

2. **An „extroverted” culture.** This is a company which is open to participation in the environment (“we are where the important things happen”) and thus open to risk. The cultural patterns of the company are usually of an external origin. Despite the attitude and its openness, employees do not feel integrated. However, this is not their goal. People do not feel the need for deeper ties with each other and with the company. The workload is structured in a way to perform specific tasks and with this end employee relationships. Loyalty to the company is not value that is appreciated. Such companies are often criticised (“and why not, if no good occurs there”), (Zawadzka, 2010a: 21). Company traditions or history, its values can be treated with a pinch of salt, sometimes even as laughable. People are not interested in people in such environments.

In a extroverted culture people are generally confident, hold confident professional opportunities, but show little sense of responsibility for the company.

3. **A conservative culture.** The biggest stand out here are usually values, norms, symbols, traditions valued and defended by the participants of the organisation. The company is focused on the past. The manifestations of this culture are the portraits of the founders, their styles, ceremonies, rituals, adherence to law and order. Formal rules and regulations are respected, they give a sense of confidence and security.

In this type of culture, people do not take the initiative, because they do not believe in their significance, “things are at peace so why change?”, “this is the way it has always worked, why change?”. In the case of serious problems, there is a tendency to blend them in the current system, “combine the new with the old, and somehow it will go on.”

4. **An Innovative culture.** This kind of company does a great job in an uneasy or turbulent environment due to easy adaptation to environmental conditions. They are happy to take such risks because of their interest in the development, alteration or creation of long-term plans. The emphasis lies on the future here. Accompanied by a focus on young people who are talented, dynamic and rebellious. Cultural values are respected, but without exaggeration. They are treated instrumentally, are useful for some time, when the situation requires it. Further in the future these can be replaced by other, new values (Nieckarz, 2011d: 129).

An Innovative culture is dynamic and variable. People are inclined to challenges and achievements. One such example is Bill Gates Microsoft. Motives are more rational than emotional.

5. **A Male Culture** (aggressive, strong). The company is focused on the task, not on meeting the needs of their employees. People are assertive, energetic, sometimes exhibit aggressive attitudes, especially in dealing with competition. The most prominent characteristics are competition, rivalry or struggle.

Pepsi is an example of a „male” culture, where competition occurs on every cycle. Apart from the fact that employees must individually seek to outdo their coworkers in addition they must also be determined to outdo rivals, CocaCola ( Hofstede, 2011: 89).

6. **A feminine culture** (friendly, supporting, gentle, caring, intuitive). An example of this kind of culture is the American company J. C. Penney. A female cul-

ture produces a specific subculture which is visible in their ways of communicating. At J. C. Penney employees seek to ensure their employees are supported to the extent that even those who are considered to be extremely incompetent, are not released (Hofstede, 2011a: 89).

With this approach, employees of J. C. Penney are particularly loyal to the company where they are employed.

7. **A bureaucratic culture.** The company adopts rules restricting freedom of behavior. Everything is regulated. People actually demand a clear definition of their work requirements or duties, they do not want to accept the general framework outlined and freedom of interpretation.

In critical situations, “managers will come and tell you what to do.” The Strive for uniform procedures is evident. All work and behaviour is conducted in the same way. Employees do not break the rules. People who do this are subject to penalties. It should be added that independent units experience real anguish in such environments.

8. **A pragmatic culture (useful).** The company attaches little importance to detailed rules of operation. People do not care about them, and the organisation does not sanction employees for not following these. You can come to work at noon and stay until late at night, or call to work at home over the execution of the task. Practically, it does not matter. The criterion of effectiveness is the most important. Meetings and conferences are only in order to exchange experiences or to discuss ideas. People characterized by a high risk appetite, “see what happens.” The Culture is often a pragmatic professional culture.

The role of experts, consultants, task-oriented individuals, career preferences, and new research methods is seen as the most important here. The irrational ideas that do not have a substantive justification are ignored. Preference is given to all individual knowledge and wisdom from group (“brainstorming”) (Hofstede, 2011b: 23).

9. **An elite culture.** The company is based on specific university graduates. These are usually reputable scientific institutions that provide the company with every top student from good families or who has a specific status in the business, every year. The culture is characterised by the following factors: (Nieckarz, 2011e: 131):

- respect for the professional qualifications obtained in good schools, respect for traditions,

- a broad justification for the differences in the hierarchy of power within the business: “employees know their place “ “management knows best”
- meticulous selection towards new positions, New employees must demonstrate the references obtained from the real authorities.

An Elite culture of a company is recognised by rich symbolism: clothing, interior decoration, badges, name tags, ceremonies, rituals, etc.

10. **The egalitarian Culture.** The company often in an exaggerated manner demonstrates a lack of rigid hierarchy and equality between all staff members. Within this environment one does not notice job titles, people call each other by their first names. Atmosphere of caution, so as not to be accused of “servility” or “subservience”. The authority does not seem to be needed. The manager is called a coordinator, workers are assistant managers.

After a deeper analysis of the literature on this subject, it is difficult to clearly state that strong cultures associate with running effective operations, whereas a weak culture has the opposite effect.

A Motivating and good organisational culture, which supports the company in achieving success is one that inspires, encourages, directs properly and engages subordinates to work, raise their initiatives and innovative thinking. Motivating organisational cultures, are also cultures based on mutual respect, respecting the law and the diversity of another man, the non psychological territory, which indisputably belongs to another man.

## CONCLUSION

To sum up the considerations within this article, we must admit the following:

A fully efficient communication system in the organisation hold many important functions. The purpose of information is directly related to the provision of information needed in decision-making and coordination of a business. IT is also fulfills a very important role in regards to instructions, which refers to the transfer and evaluation of what is wrong and how to perform the assigned tasks well. It also allows you to combine units in the whole team, and synchronise their actions. It is also important to have in mind the fact that communication is a specific management tool and should not be considered as “neglected” because it is an important tool for managing an organisation that wants to be successful on the market.



To sum up the considerations within this article, we must admit the following:

1. A fully efficient communication system in the organisation hold many important functions. The purpose of information is directly related to the provision of information needed in decision-making and coordination of a business. IT is also fulfills a very important role in regards to instructions, which refers to the transfer and evaluation of what is wrong and how to perform the assigned tasks well. It also allows you to combine units in the whole team, and synchronise their actions. It is also important to have in mind the fact that communication is a specific management tool and should not be considered as “neglected” because it is an important tool for managing an organisation that wants to be successful on the market.
2. Employer – subordinate relations should be taken very seriously and affect the image of the company, its culture, climate and cooperation between customers and suppliers. A useful tool for the manager himself, is the application of the LMX theory, which assumes that the mere managerial position, is based on some kind of personal relationship between managers and specific subordinates. It is here in everyday actions and behaviors, that an appropriate exchange of mutual relations exists. The application of the LMX theory, results in an immediate increase of efficiency and satisfaction for the majority of employees.
3. The organisational climate can be of motivating and demotivating. Research clearly shows that it has a significant impact on absenteeism of employees, their stress levels, commitment and participation to their work.. It also has a close relationship with factors such as employee satisfaction with their work, willingness for creativity and innovation. Many researchers also believe that the organisational culture is one of the most significant factors affecting the success of an organisation. Established forms, which are deeply rooted in the culture of the organisation, are evidence of the fact that one company is successful and the other bankrupt.

In Conclusion, it is important to underline that the aim of the article has been achieved, because efficient communication, employer – subordinate relations and the climate and organizational culture are equally important systemic tools used to support the manager in the management of human resources within the organization.

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