

THE STRUCTURE AND FUNCTIONS OF THE SYSTEM OF ORGANISATIONAL VALUES IN HUMAN RESOURCES MANAGEMENT.

The aim of the dissertation is to present the structure, functions and significance of organisational values in the process of human resources management. Every person starts his or her work at an organization with a certain pre-figured concept of its functioning and working in it. Disappointment which he or she encounters and lack of acceptance are the worst examples of the discrepancy between expectations of an employee and the reality. Lack of acceptance of the rules or negative atmosphere in an organisation can result in behaviour negative for the organisation.

The dissertation has been divided into three parts: theoretical, methodological and empirical. The theoretical part consists of the first three chapters, preceded by an introduction. In the first chapter the theoretical aspects of the notion of “values” are presented. An attempt has been made at defining “values” in sociological, psychological, philosophical and cultural approaches. Attention has been drawn to the variety of ways in which the term “values” has been defined by representatives of those disciplines. In the second chapter, devoted to the humanist values of human resources management, types of human personality found in an organisation, styles of management and the most important organisational values have been described. The concept of power and authority of the manager have been referred to in the process of characterising the styles. Attention has been drawn to the significance and role of human capital in an organisation. The third chapter explains the essence and meaning of organisational culture. The multidimensionality of the notion of crisis and dysfunction of an organisation has been presented. Besides, the phenomenon of organisational climate has been defined, its types, as well as its meaning for an organisation’s functioning. The theoretical chapters have been prepared on the basis of Polish and English sources.

Chapter four is methodological and a detailed framework of the study formation has been presented. The aim and range of the empirical study has been defined, problems and hypotheses have been formulated. To obtain a fuller picture of organisational values present in selected organisations a triangulation of study methods has been applied, consisting in qualitative tests, which have been carried out by means of a survey questionnaire and qualitative tests by means of an interview questionnaire. To avoid a one-sided view both the

subordinates and the principals from three organisations of the city of Rzeszów have been tested.

The empirical part has been presented in Chapter V. It has been divided into eight thematic blocks. It presents an analysis of the empirical material in individual organizations. The sample has determined the specificity of the studied population, and hence the analysis of the study material refers to the contents presented in the theoretical part. The results have also been presented in a graphic form as tables and charts. The results of the study complete one another and allow for defining the structure and functions of the system of organizational values in human resources management. Managers should be familiar with their own values and systems of values, as well as of those of their employees. Those values should be evaluated from the point of view of their significance and the role they play in everyday activities. Values influence the way managers evaluate their subordinates and teams, perceive problem situations, solve problems, define what is and what is not ethical, direct, motivate and control their subordinates.

The analysis of literature and the empirical material indicates that the style of management preferred by the subordinates influences directly integration and the relations established between employees, which are constructed on the basis of the organizational values. The level of management in the autocratic model of management is lower than in the case of managers who use the democratic style in human resources management.

The author of the dissertation included in her work a few out of many research problems connected with that phenomenon. The title of the dissertation itself is a research problem analysed from the perspective of a number of social and humanistic disciplines, and has multi-aspect and multi-layer nature.