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Summary of the doctoral dissertation

***The importance of trust in shaping interpersonal relations in the organization  
(sociological study on the example of selected organizations)***

Confidence means being ready to act, based on the expectation that people and the organization will work for us in a positive way. There is no doubt that the use of positive aspects of interpersonal relationships is necessary in solving social problems of the organization. In this process, the individual competence to create a group and to be part of the group and to act within it is a significant part of the social capital of the organization.

The importance of trust in shaping interpersonal relations in an organization (a sociological study based on the example of selected organizations) is a doctoral dissertation whose aim was to show whether trust is a key element in shaping contacts interpersonal and an important part of proper organization management.

The study is an attempt to include the most important issues relating to the construction of the social system of modern organizations. The doctoral dissertation consists of three parts: theoretical, methodological and empirical. The theoretical part consists of three chapters, which were written based on the subject literature.

The first chapter in the theoretical part is devoted to the reflection of theoretical concepts, both philosophical (sometimes only outlining the concept of trust or reference to the term), as well as extensive sociological concepts referring to the issue of trust. The issue of trust is presented in this chapter from various theoretical perspectives. The concept of trust in the theory of rational choice is discussed, the inclusion of trust in the theory of social capital (where trust plays a central role), and the sociological concept of confidence of P. Sztompka.

The second chapter presents the trust related to the organization and management. The social system of the workplace as a system of individuals and groups realizing significant economic and social goals is presented. The organization is discussed as a social subsystem, which is part of the overall organization model, and is complemented also by the subsystem of goals and values, the structural, technical and management subsystem. An analysis of leadership and management styles in the organization was made. Defining the style of leadership and steering models shows a different approach to managing the organization. Attention was also paid to the role of the authority of the superior. Next, this chapter is

focused on individual elements related to the formation of the ethical dimension of the organization.

It also presents the multidimensionality and types of organizational culture, which is an important aspect of the analysis of social life in the organization and the undisputed area of organization management. It was considered important to describe Corporate Social Responsibility (CSR) as a corporate culture value system. The formation of CSR in organizations is an increasingly common phenomenon. Getting to know the key issues of the ethical dimension of management shows the type of a properly functioning organization. The next issue is organizational values, which are an integral part of the organizational culture. A catalog of values in the organization was developed and it was emphasized that trust is one of the key organizational values. An important point in this chapter is trust in management that applies to all management functions. The types of trust in the organization are also presented.

The third chapter is devoted to issues related to trust in interpersonal relations in the organization. The classification of trends in the science of organization and management is presented, bearing in mind the direction of Human Relations (the school of interpersonal relations), and the individual representatives are assigned to them. The influence of interpersonal relations on the functioning of the organization is described. The ties in the workers' group were discussed and their typology was presented. The detailed aspects of the chapter focus on elements related to interpersonal communication, which plays an important role in the shaping of employee relations. In addition, the motivation of employees is described, which, according to the author, exerts a great influence on the behavior of people in the organization and shapes mutual relations. Attention was also paid to situations that are unfavorable for shaping positive interpersonal relations prevailing in the organization, which may result in weakening or even loss of trust. The source of such situations can be described in this chapter: conflicts or unethical behavior and organizational pathologies that occur in the organization's space. The aspects relevant to the organization, which are important for the organization, allow a better understanding of the mechanisms taking place in the social system.

The methodological part was presented in the fourth chapter of the dissertation. Presenting a detailed methodological framework for the process of research creation. In this chapter, the goals and subject of empirical research were defined, problems were formulated and research hypotheses. In order to more fully explore the issues raised, the author decided to use triangulation of research methods (quantitative research) and qualitative). The quantitative

research was carried out using the author's questionnaire on a deliberately chosen sample of employees of the three types of organizations. Sixty-three completed questionnaires were qualified for the analysis of the empirical material.

As part of qualitative research, eleven interviews were conducted among the managerial staff using a research tool constructed by the author (an interview questionnaire). In addition, the area and organization of research as well as the characteristics of respondents were described.

The fifth chapter is a significant element of the dissertation, it was presented in the empirical part. This chapter has been divided into eight thematic blocks and presents the analysis of research carried out in selected organizations. The accurate selection of the sample determined the specifics of the studied population, so that the analysis of the research material accurately shows the content that was included in the theoretical part of this dissertation.

A detailed analysis of the literature, as well as quantitative and qualitative research carried out clearly showed that it is difficult to build interpersonal relationships if they are not based on trust. The way in which individuals communicate with each other does not mean that they have confidence in each other. The analysis of the literature on the subject and the empirical material carried out in the dissertation was aimed at a broader view of this issue. The sociological study was conducted on the basis of three types of organizations. It seems that these three types of organizations with a different organizational structure and culture have a different approach to trust. The analysis of the empirical material has shown that regardless of the type of organization, trust is the most important element in shaping interpersonal relations.

The considerations carried out showed that trust in shaping interpersonal relations in the organization is very important. The problem in the proper reasoning of this problem is that few individuals are aware of elements, of which trust is made. This dissertation was an attempt to detail these elements and to outline new ones, which may be helpful for the formation of proper interpersonal relations in the organization. The guarantor of the organization's continuity is the people who create it. Lack of an adequate level of trust in interpersonal relations can result not only in the demise of the crew's morale, but in the discouragement of individuals to other organizations.