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Does teal suit everyone? Psychosocial factors affecting work attractiveness in an organisation with a horizontal structure²

INTRODUCTION

More and more management theoreticians and practitioners believe that the assumptions standing behind the business activity of the majority of enterprises which relied in the past on hierarchy, rivalry and profit optimisation, no longer respond to the changes taking place in the world (Juchnowicz, 2017; Parasiewicz, http; Blikle, 2018). The performance analysis of such companies as Airbnb, WeWork, Pinterest as well as of many smaller start-ups leads to the conclusion that their success results from a modified approach, which is based on decentralised control, flexibility and prompt reaction to the ever-changing circumstances.

Additionally, the situation has been changed by millennials entering the labour market, who go to work expecting an opportunity for development and a sense that their work has a deeper meaning (De Hauw, De Vos, 2010; Ng et al., 2010). Therefore, they often require their employer not only to satisfy their basic needs or the need of security and affiliation, but also to meet higher needs, including respect and self-fulfilment (Maslow, 1987; Conley, 2007). That is why it is increasingly important to find methods and tools to attract employees with a high capacity for self-regulation and then increase their involvement and retention in the organisation. One source of ideas for finding them may be to explore new trends in creating organisations that are either based on new management

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strategies or even turn away from the traditional understanding of management, e.g. teal organisations (Laloux, 2015) or holacracy (Robertson, 2015).

However, since there exist some organisations which were built in this way and which achieve measurable success, and there are others which after a certain period of time from the implementation of that method withdraw from it, many questions arise about the determinants of their effectiveness. In this article we will focus on one of them, posing a research question of whether and to what extent the implementation of such solutions is dependent on the needs, development and predisposition of the individuals involved. The answer to this question can be used in practice in recruitment processes or in a vocational counselling, as there are still no scientific studies on the subject.

Therefore, the purpose of this paper is to take a closer look at the psychosocial determinants of work in an organisation with a horizontal structure in the first place, and, secondly, to identify the research problems which should be solved in order to enable entrepreneurs and the persons interested in such a model to rightly consider if that model of organisation is suitable for them. In order to achieve these goals, first of all, the literature was analysed (Czakon, 2016) and the case study method was used to confront theoretical assumptions with the practical implementation of this work system.

CHARACTERISTICS OF TEAL ORGANISATIONS

Among ten factors which now have a significant impact on acquiring, developing and keeping employees in innovative companies, Meister and Willyerd name (alongside with e.g. globalisation and demographic changes) such characteristics of contemporary organisations as participation in management, knowledge sharing and corporate social responsibility (2010, p. 17). They constitute elements of the organisational culture which is oriented on the subjective treatment of the other person, cooperation and engagement. Nevertheless, it is worth noting that commitment should not result from managerial efforts, but, to a large degree, from the internal motivation of the employee.

Juchnowicz (2017) suggests a human resources management that is based on positive organisational culture, employee empowerment and appropriate human relationships. Her concept of a self-engaging company is a synthesis of management by values (Blanchard, O'Connor, 2015), management by commitment (Juchnowicz, 2012) and the concept of full participation in managing (Stocki et al., 2008).

The teal organisation model also rests on participation, subjective treatment and decentralised control; however, it is simultaneously related to the specific approach to people and their development. Discussing the phenomenon of teal organisations, Laloux (2015) notes that their originators assumed that people are most efficient in conditions of freedom, trust, partnership and cooperation. Thus,

they reversed the traditional order of things, according to which we strive for success, so as to be able to afford a good life in the future. In their understanding, that good life should be a daily objective. This means that daily work should provide a sense of meaningfulness, create occasions for development, and also possibilities to use and improve talents. The good life, as noted by Blikle, “is among people we trust and they reciprocate that trust”. Work in organisations that ensure a good life is joyful and thus more efficient, more innovative and burdened with fewer mistakes. This is just what gives those companies an advantage on the market (Blikle, [http](#)).

TYPES OF ORGANISATIONAL MODELS

In the opinion of Laloux (2015), the type of organisations that were formed over years as well as the way in which they operated were always connected with the world view prevailing in a given period. The development of people as a species also changed their way of thinking about the world, which in consequence resulted i.a. in the discovery of more and more effective types of organisational models. As noted by Beck (2006), the factor that stimulates the development of consciousness is the ever-changing life conditions on our planet. In order to adapt to changes, people develop new, more and more complex conceptual systems which enable them to manage things more effectively, ensure survival and further development. Every next level of consciousness was the beginning of a completely new era in human history, in which society, economy, power structure and the role of religion changed, and a breakthrough in work organisation abilities occurred, leading to the creation of a new model (Laloux, 2015). Referring to human consciousness development stages, Laloux proposed five corresponding organisational models that differ in management methods and organisation structure. Each of them is an individual model, the objective of which is to meet, as adequately as possible, the needs resulting from specific circumstances or cultural context. Table 1 presents main characteristics, contemporary examples and a metaphor of each type of organisation.

The model of impulsive red organisations managed by a chief who under a penalty imposes absolute obedience works well when a group feels a threat from the outside. Hence, what the red organisation participants have in common is fear, while the valued qualities are strength and toughness. Activities in such an organisation are planned on an ongoing basis, depending on the current needs, the focus on short-term objectives is noticeable, and the activities themselves are usually chaotic. This model was used by tribes in the aboriginal civilisation social structures. At present, you can find it for example in the mafia structure or in paramilitary organisations. A guiding metaphor of this type of organisation is a wolf pack.

Table 1. Types of organisation according to F. Laloux and their characteristics

Type of organisation	Characteristics	Current examples	Metaphor
Impulsive red organisations	They are headed by a chief. Obedience comes from the fear of punishment. This model works when the group feels threatened from outside. Fear is a common feature. The most important values: strength and endurance.	mafia street gangs	pack of wolves
Amber conformist organisations	Highly formalised roles in a hierarchical pyramid. Command and control top-down (related to both “what” and “how” things are to be done). The most important value: stability.	catholic church army public school system	army
Orange organisations of achievements	The goal is to defeat competitors, make profit and grow. Innovation is the key to market leadership. Management by objectives (control over “what” but freedom from “how”).	business corporations	machine
Green pluralist organisations	It functions in the classic pyramid structure, but it focuses on culture and empowerment in order to achieve extraordinary motivations of employees, value-oriented company culture.	culture-driven organisations, stakeholder model	family
Teal integral organisations	Enables the realisation of the needs of self-fulfillment, flat structure, co-responsibility, mutual trust, stimulating the development of both the whole company and individual employees, dignity motivation.	organisations that want to change the world for the better, want to build on trust, sense of responsibility and partnership	organism

Source: own study based on Laloux (2015).

Amber (conformist) organisations, in turn, thrive in conditions of absolute peace. Groups that function in this way work out a formalised pyramid-shaped hierarchy as well as repetitive procedures and rituals. Individuals are subject to stringent rules and play formalised roles, while goals are attained in a long-term perspective. This type of an organisation model can be encountered in the army, in church hierarchy or in a public school system. The most important value is stability, which can be ensured with stringent processes and the future is perceived as a future repetition. A guiding metaphor of this type of organisation is the army.

The next stage is orange organisations (of achievements). Their purpose is expansion, defeating the competition, gaining profit and growth. Management is also performed in the system of hierarchy but it is realised through objectives. Supervisors exercise control over what should be done, leaving at the same time the freedom over how to do it. In orange organisations, an employee can feel like a cog in the machine, being accountable for its performance and subject to performance appraisal and evaluation systems. The key to success, in this

case, is innovation. International corporations can be an example of this type of organisation, and its guiding metaphor is the machine.

Green “families” (pluralistic organisations) appeared as opposition to red organisations consisting of machines and cogs. They also function in the classical pyramid structure but concurrently they focus on culture and empowerment, achievement of common values and participation in decision-making by the lower ranks, which enables them to increase employee motivation. Company culture-driven organisations can be mentioned as examples of this type of organisations.

The teal model appeared based on the previous experience and also in response to the existing present-day needs. In the opinion of Laloux, it means entering the next stage of human evolution and corresponds to the highest level of the Maslow pyramid, which is self-fulfilment needs. In teal organisations, hierarchical dependency is replaced by joint responsibility, a flat structure and the ability to make use of employees’ potential. This approach is focused on joint responsibility and its purpose is to strengthen mutual trust and stimulate the development not only of the whole company but also of its individual employees.

Teal organisations adopt totally new work organisation principles. One of their main objectives is to make the world a better place. They want to build on trust, sense of accountability and partnership, they reject the so-called “incentive schemes” in favour of the sense of satisfaction “from what they do and what they are like” (dignity-based motivation). They also reject the hierarchical managerial structure in favour of a network-based process structure (Blikle, <http>). Such a model of functioning does not exclude leadership at the top management level, neither the development of vision nor the whole organisation strategy. Nevertheless, to a large extent it limits the number of managerial positions, in consequence of which a lot of functions are performed directly in teams, including, but not limited to, the recruitment of employees, planning or administration.

Work organisation within teams should in principle be flexible, without formalised descriptions of job positions and the scope of duties. It rests on the roles and functions that change according to the needs, subject to the interests and talents of particular team members. Therefore, the *sine qua non* conditions are trust, a subjective treatment of employees and the sense of accountability for your own actions. Such an approach, as confirmed by research (Adamska-Chudzińska, Pawlak, 2017), contributes to an increase in employee engagement. The teal management model can be compared to a living organism, where each cell performs a specified function and all the actions serve the main purpose: a healthy, well-functioning organism³.

³ It is worth noting that this comparison is close to the idea of implementing health procedures to the management and operation of an organisation, which should be the method of building long-term effectiveness, since companies that focus only on business performance and disregard the health aspect of an organisation do not operate long on the market (Dyrbuś-Graca, Bratnicki, 2011, p. 233). In addition, one of the characteristics of a healthy organisation is a high level of job satisfaction and employee engagement (Cooper, Cartwright, 1994, p. 462).

CHARACTERISTICS OF PERSONS WORKING IN A TEAL ORGANISATION

It should be noted that the teal approach according to Laloux is not only a way for an organisation to operate but also a way in which the level of self-knowledge and consciousness of employees is manifested. The author assumes that people who choose the teal model accept the fact of consciousness evolution (Laloux, 2015). In his opinion, going into teal is connected with how the world is perceived and understood, and also with readiness for self-development. The above is manifested, on the one hand, in attitudes and behaviours which are within what is usually considered desirable qualities of employees, e.g. a friendly cooperation with others or learning from failures but, on the other hand, Laloux lists a number of characteristics which are expressed by means of a language that is far from the one used in management sciences.

They include:

- taming ego-driven fears, minimising the needs to control people and events, creating a space to listen to the wisdom coming from the deepest parts of ourselves;
- perceiving our life as an ongoing journey;
- building on strengths – softer and more realistic perception of our limits and acceptance of what constitutes the beauty, strength and potential of people and situations;
- coping well with adversities – reasoning that there are no mistakes, only experiences; elimination of anger, shame, blaming; making frequent, minor corrections, as the problems encountered contribute to our development and education;
- wholeness in relationships with others – resignation from judgement, creation of shared safety space.

Although many of the above characteristics are close to resilience, effective coping with stress or the postulates set out in communication without violence by Rosenberg, they are not the most common ways in which employees react. Therefore, a question arises whether they are the *sine qua non* condition for becoming a teal organisation participant or whether it is possible to develop them only after starting work in a given organisation. Should employees already be at an appropriate level of consciousness development at the time of recruitment (or transformation of an organisation into a teal version), as Laloux assumes, or can they enter it only being inspired by co-workers and the organisation culture?

Another question is whether these expectations are explicitly deployed by an organisation or is it assumed that the persons applying for a job in a given company are already aware of them? An adequate psychological contract is – as it seems – one of the key elements of good cooperation in this situation. Taking into account the role of soft skills, which has its place in teal organisation assumptions, particularly important should be therefore an adequate selection and such recruitment processes that it will make it possible to employ persons being able to work effectively in “a bossless organisation”.

According to Blikle, it is the orientation on employees' self-discipline and self-management that provides huge room for development and action. He states that "In a teal organisation there's no need to supervise anyone's work, no need to evaluate or make anyone work with the use of the stick and carrot. And if there's no need to supervise or urge, the managers turn into authentic leaders and mentors" (Blikle, [http](#)). This also increases the sense of influence and empowerment of employees, which contributes to self-fulfilment and the sense of being the "author" of one's own life, not just a pawn (Pawlak, 2012)⁴. It should be pointed out that this way of working is largely based on a different part of self-concept than in a situation of control and duty, since selves defined in terms of "ideals" elicit different regulatory orientations than selves that emphasise "oughts" (Shah, Higgins, 2001).

PSYCHOSOCIAL FACTORS AFFECTING WORK ATTRACTIVENESS IN A TEAL ORGANISATION

As it has already been said, teal organisations gain their enthusiasts, i.a. because of the fact that such organisations meet the needs of self-fulfilment and they provide the sense of meaningfulness. Nevertheless, it is worth noting the processes which may additionally contribute to an increase in the number of people interested in that model.

The first one is the said generational change, i.e. entering the labour market by people from Generation Y. People born in the 1980s and 1990s went to work with quite different ambitions than their older colleagues, expecting from their employers the possibility to learn, a clear action plan and the sense that their work has a deeper meaning. As demonstrated by research carried out by De Hauw and De Vos (2010), what millennials expect from their employers is the possibility to reconcile professional work with private life, the possibility to develop and render work which will be meaningful (2010). According to the report prepared by Harrington, Deusen, Fraone and Morelock (2015), for 95% of respondents it is the pay that determines success at work, but job satisfaction turns out to be more important for them (98%). Rapacka-Wojdat (2016) state, in turn, that people from that generation are motivated by flexible working hours, the possibility to realise their passions and show creativeness. It means that we deal with a generation which pays more attention to whether the culture of a given organisation suits them and complies with their vision of themselves and the need for self-fulfilment.

⁴ It might seem that an organisation managed in this way certainly forms a friendly environment for employees, but it does not bring any profits. However, performance of organisations developing in the teal model, e.g. AES in the heating technology sector, which employs 40,000 people, Buurtzorg, which associates 8,000 nurses, Morning Star (2,400 employees) which is a manufacturer of labels and packages, Marco from Gliwice or Blikle, all prove that this model can be very beneficial. Morning Star is one of the world's biggest tomato processing companies, and Marco obtains a 20% profit rate, appropriating 10% of its yearly profits for social purposes and charities.

Another factor which might affect the expectations of new employees as to a hierarchical or horizontal type of organisation is the change connected with the education system. The teaching approach, in which usually students are treated collectively rather than individually and taught to follow the procedures (Robinson, 2011) and to function in a certain hierarchy, is slowly passing away.⁵

As noted by Rasfeld and Breidenbach (2015), in order to respond to future challenges, schools have to reject the 20th century education concepts and start to live by diversity and democracy. They also have to become places conducive to the development of individual potential, where everyone has unique skills and can offer extraordinary potential (Musiał, 2017). In response to those expectations, there are more and more schools offering an alternative approach towards education, e.g. Waldorf schools, democratic schools or those most popular Montessori schools, which, to much larger degree than traditional education, allow students to decide about the pace of learning, and also about what at a given moment they want to learn. People who study in this system are being prepared from their earliest years to assume more accountability for knowledge acquisition than in the case of traditional education in which it is the curriculum and topics of consecutive lessons that decide what at a certain moment a child should learn. When entering the labour market, such persons will have different competencies and different expectations than those who studied in a more traditional way.

One should note the fact that there are also more and more people educated in the homeschooling system. In Poland, within two years, this population was doubled from approx. 7,300 students to nearly 14,000 (Suchecka, 2018)⁶. This increase is connected i.a. with the increasingly growing consciousness of parents that they can also consider such an option of teaching children, as well as with the growing disappointment with school teaching. Simultaneously, it should be noted that homeschooling is chosen mostly by big families (57%), where parents have a university degree (75%), living in big cities (54%) (Budajczak, 2010).

Children who study in this way have no experience of being in the school hierarchical system, hence they may differently perceive the idea of compliance with the requirements of an organisation with a clearly outlined hierarchy. Simultaneously, it should be underlined that – as the results of exam tests show – persons who learn in the homeschooling system usually obtain better final results.⁷ Therefore, we do not deal with someone who has deficiencies in education but first of all with persons who have attained a high educational and intellectual level, and secondly with children of parents who chose to act outside the traditional scheme, and so those who have already had, in their families, an experience of reaching

⁵ It is worth recalling that the traditional education system, according to Laloux (2015), is within the amber, i.e. second level of consciousness development.

⁶ In the USA it is estimated as 2,300,000 (Ray, 2015).

⁷ Average test results from all studied subjects of education for children learning at home in the USA are at the level of 86% (Ray, 2009, p. 2), which is far above an average.

for non-typical solutions and taking accountability for using them. Hence, it might turn out that for such persons working in a teal organisation will be a natural consequence, closer to their experience than finding oneself in a hierarchical organisation. Therefore, considering the growing trend in applying non-standard education forms, it can be assumed that in a few years the labour market will be entered by more and more people having other than current experience connected with work organisation and cooperation within a group, and people who probably have different needs and expectations from employers.

Demographic, generational and educational changes may result in a growth of popularity of teal organisations since they will be more suitable for employees. However, it should be noted that there are a number of individual differences which may determine how well a given person will fit in a teal organisation. For example, persons tending to dominate, who are mostly motivated by the perspective of promotion, might not feel well in a horizontal organisation, where there will be no opportunity for them to achieve higher levels of professional development. It may also be true of persons having a great need of power according to the McClelland theory. Whilst persons with a strong need of control might find it difficult to work in an organisation in which particular work stages are handed over from one person to another and the effect of work depends on the accountability and engagement of all its members (Pawlak, 2015).

The factors which might affect the operation of a teal organisation also include beliefs, habits and skills resulting from previous work and/or school experience. For example, the acquired skill of working mostly in conditions of supervision and control, and the tendency of being afraid of making mistakes and hiding them from supervisors can make it difficult to fit in new conditions, when it is necessary to demonstrate self-management skills.

An insufficient employee consciousness development stage as a difficulty in implementing teal solutions is indicated, among others, by Dębowski (2017). He provides examples of Generation Y representatives who as a group are to a certain extent teal but often in an immature way. It means that their world view focuses on good life, they also want to experience the sense of meaningfulness at work but at the same time, they are not ready for making effort, self-development, cooperation or independence. They expect a lot but do not provide much of their own contribution (Dębowski, 2017).

This is related, among others, to a person's efficiency of self-regulation. Some employees have a lower self-regulatory and self-control ability, which affects their functioning at work, performance and adaptability (Tangney et al., 2004). At the same time, in organisations with more emphasis on personal initiative, empowerment, and self-management, a greater burden is placed on individual workers to control their own goal-directed activities (Lord et al., 2010).

However, it should be noted that, on the one hand, a horizontal organisation requires a high level of soft skills, on the other hand, it creates many occasions for

developing them. Being oriented on individual qualifications and assets of every single employee, it is conducive to recognition and development of one's own strengths. It also makes it possible to improve employee potential with regard to group work, communication, decision-making and holding negotiations. As emphasized by Kozina and Pieczonka (2018, p. 213), "limiting the meaning of order-based hierarchy in managing conflicts, it makes it possible to form and maintain peer relationships between job positions and teams working within an organisation. In consequence, it improves the process of motivating employees and creates conditions conducive to their development".

CASE STUDY: A COMPANY WITH A HORIZONTAL STRUCTURE

The data collected in the literature on the subject were confronted with a case study. An organisation was selected for the case study, which in its assumptions, as described on the website, refers to participation and dignity management. Based on the analysis of documents (the company's website) and an in-depth interview with the founder and owner of the company, information on the functioning of the company was collected and then compared to the premises characteristic of teal organisations. The study was conducted in April 2020.

The aim of the study was to compare theoretical assumptions with their implementation in an operating company and to assess their transposition into the quality of functioning. For the analysis in this article the most important characteristics examined in the interview were selected.

The surveyed company is the RTCK publishing house⁸. RTCK is a small company employing 14 people on a permanent employment contract and 6 collaborators. Information about the way RTCK operates and its organisational culture can be presented applying the following points, which are summary answers to particular questions.

1. **The structure of the company** is built on two levels of hierarchy: on one level there is a guardian of a system, whose main task is to ensure that the system functions well, on the other level there are other employees: competent and decision-making in their areas of responsibility, e.g. commerce, production, training, etc.
2. **The necessary conditions for the functioning of the model:** involvement of everyone in the decision-making process, clearly defined procedures and rules on who should take decisions and where they should be taken, according to the principle that decisions are taken by the most knowledgeable person.
3. **Characteristics:** Flexibility (e.g. the strategy has been changed from day to day during the pandemic, resulting in an increase in turnover) and good communication (FECE Model).

⁸ RTCK is the abbreviation for the Polish "Do what you love".

4. **The working model:** a 6+2 system, i.e. 6 hours of work for the company, and 2 hours of self-development: mental, physical or spiritual development.
5. **The evaluation system:** it is a system of self-control, once a quarter, the so-called “quarter reflections”: discussing achievements in the field of work and one’s own development.
6. **Advantages:**
 - The need for control disappears, which means that the expensive managerial level can be removed from the company’s structure, as no one has to be supervised.
 - Personal productivity increases: everyone is a leader in his or her own area of work, which entails a great amount of responsibility and autonomy.
 - Profit-sharing for everyone generates greater commitment.
 - From 2016 to 2020, productivity increased by about 80%.
7. **Disadvantages:**

Extended decision-making in the initial stage of implementation, due to the length of discussion, in which there is room for everyone to express their opinions. There may be more disputes than in other companies, but it may also mean that doubts are expressed explicitly, without hiding or murmuring.
8. **Features of an employee who is suitable for work in such an organisation:**

According to the company founder, this method of management “is suitable for everyone, unless they have killed their own dignity”. Self-confidence is important, but it has to be based very strongly on self-knowledge as it enables development. The company is focused on building on talent, so the employee must be able to discover his or her talent. Another important feature is the ability to cooperate well with people and the ability to give feedback. In general, the assumption is that many of the skills needed at work can be learned, but it is much more difficult to find someone with the right personality predispositions. The observation of the creator of RTCK also shows that a school or college can destroy the right attitude and self-confidence, and you can also fall into the trap of choosing a job for practical reasons and not based on your talents and desires.
9. **What qualities must the founder of such an organisation have?**

In order to give someone the decision making power, one must believe and have trust in that person. You also need to be able to let the other person make mistakes, be open to sharing and be convinced that it is not me who builds the company, but all my co-workers.
10. **Recruitment:** when recruiting a person, it is determined under what conditions he or she wants to be involved: whether he or she wants to provide services or become a co-worker. He/she can therefore opt for a looser form of cooperation or a full-time job. In the latter case, the person accepts the organisational culture and the way he/she works for RTCK.
11. **Turnover:** if very low, after a probationary period (3 months), the question is “Is the person satisfied with his or her cooperation with us?” Most people who decide to stay with the company have been connected with it for a longer period of time.

The analysis of the company's operations indicates that it belongs to self-engaging organisations, with a flat structure and, in many areas, close to teal ideas, although the founder himself refers rather to Total Participation Management. Just as Laloux (2015) described teal organisations where there have emerged: co-responsibility, flat structure and skilful use of employees' potential instead of hierarchical dependence, so in RTCK we are dealing both with a removal of the whole level of managers, and with entrusting – adequate to the scope of tasks – responsibility and influence to each employee. It is also visible when focusing on the development of the company as such as well as of individual employees, who have the time of self-development included in their working hours. As it has been said, one of the assumptions of the teal approach is that every day work should make sense, create opportunities to develop, use and improve talents. All these elements are visible in RTCK (see the company name). In RTCK, one can also clearly find the actions that Juchnowicz (2017) proposes in the aforementioned concept of a self-engaging company, which is based on a positive organisational culture, empowerment of employees and good interpersonal relations. It is also worth recalling Blikle's statement – very similar to RTCK's assumptions – that teal companies “want to build on trust”, sense of responsibility and partnership, rejecting the so-called “motivation systems” for the sake of satisfaction “with what I do and what I am” (dignity motivating) (Blikle, [http](#)).

The way the creator of the company describes people who will “fit” into this type of organisation also largely confirms the predispositions identified earlier in this article: self-knowledge, readiness to develop, self-confidence, the ability to cooperate with others, learn from failures, building on strengths, and communicating with others without being judgemental. It is worth noting that the impact of previous educational experiences was also mentioned during the study.

Therefore, it may be concluded that the implementation of teal ideas can lead to success, both in financial and interpersonal terms. We can also distinguish certain characteristics of the employer and employees, which are very important in creating such a company with an organisational culture based on dignity management, characterized at the same time by flexibility, employee commitment and high personal productivity.

FUTURE RESEARCH SUGGESTIONS AND RESEARCH LIMITATIONS

Taking into consideration all the above-described factors, it would be worth conducting research which would enable entrepreneurs to assess the probable effectiveness of creating a teal organisation or implementing such solutions to an already existing one, being aware of the resources at hand, including those related to what Laloux calls the level of consciousness of its future participants. The research questions which should also be asked certainly include the problem of what motivates employees who choose hierarchical organisations and those choosing teal

organisations. Do they differ in terms of their values or other preferences? What affects their effectiveness? Given also the importance of self-regulation skills and coping with a high level of autonomy, it would be important to research effective ways of strengthening and developing them.

This study and research are not devoid of limitations. These limitations apply to both the concept of a teal organisation itself as well as the literature review and the case study. It should be underlined that the concept of a teal organisation is quite new, as it was established in 2014, so there are not many scientific studies, and in-depth empirical research on this topic is also scarce. Furthermore, there are not many Polish organisation with a horizontal structure to examine. The language used by Laloux is specific and may seem to be far from scientific research methodology. It is therefore difficult to present it in such a way that, on the one hand, it is adequate to the scientific research and, on the other, it does not lose its character, since “being different” is its hallmark. A case study also has its limitations. The study of one organisation may suggest too narrow a subjective scope (Mielcarek, 2014), but it should be noted that its aim was to look at how this model might function in practice and compare it with the assumptions, and this aim was achieved.

CONCLUSIONS

As it has already been said, teal organisations, on the one hand, make an interesting alternative form of organisation which may bring measurable profits; on the other hand, however, implementing this kind of solution or forming a new teal organisation is not always successful. This is related, among other things, to the fact that, as Wyrzykowska notes, it is a model that requires a significant level of maturity and commitment from employees. Currently, not every company is ready for such a revolutionary transformation of its functioning (Wyrzykowska, 2019).

No specific research has been conducted so far which would indicate the success of this type of organisations in Poland. The research findings of Juchnowicz (2016; 2017) indicated numerous limitations in the broad applicability of a self-engaging organisation concept in Poland. This can be related i.a. with the currently dominant work culture, social habits and lack of preparation for the ability to “manage oneself”. Sometimes, as already mentioned, teal expectations can be in line with teal readiness to make efforts.

However, the creation and development of teal organisations as an alternative approach towards work is an interesting trend with new possibilities. This trend responds to the changes taking place in the contemporary world. Effective use of that paradigm will depend on the qualifications of individuals, both those which have formed employers and those which have shaped their employees, as well as their readiness to re-value the previous thinking about work. As emphasized by Blikle, building a “teal organisation” is not “the training of the crew” under new

procedures, but it leads to deep social transition that makes it necessary not only to abandon common reasoning but also gain new habits and master new tools (2018). Contemporary trends, such as generational and educational changes, may cause more and more people to find room for development and for achieving satisfaction from their lives in this type of organisation. Therefore, it seems important to examine the conditions of effective work in such an environment so as to be able, among others, to adequately plan the recruitment process, incorporate this option into the qualifications assessment in the course of the career counselling process and sometimes to help to make a decision regarding staying within a hierarchical organisation as a more appropriate option for a given individual.

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Summary

As success in today's world is increasingly associated with an approach based on flexibility, decentralised control and quick response to the changing conditions, a new approach to the functioning of organisations is needed. Previous guidelines influencing the way many companies operate, which were based on hierarchy, competition and maximising profits, have ceased to respond to changes taking place in the world. An additional important variable is the change in the labour market and employees' expectations, therefore, recruitment, increasing commitment and retention in the organisation have all become more of a challenge for managers.

One of the possible responses to these changing conditions is the creation of horizontal organisations, such as teal (turquoise) ones. However, as some organisations based on this model achieve success, while others return to traditional solutions, attention should be paid to factors affecting the satisfaction and effectiveness of employees' work in this type of organisations. Based on literature analysis and a case study, the paper discusses psychosocial determinants of work in a teal organisation, related, among others, to the changing approach to work by younger generations, different needs of employees, changes in the education system, as well as to personality predispositions. Recognition of these factors may be helpful in planning recruitment, considering the possibility of implementing teal solutions in a particular organisation, and may also help to include this option in the analysis of individual predispositions in the process of career guidance.

Keywords: teal organisation, turquoise organisation, job satisfaction, employees' needs, organisational commitment.

Czy turkus pasuje każdemu? Psychospołeczne czynniki wpływające na atrakcyjność pracy w organizacji o strukturze horyzontalnej

Streszczenie

W związku z szybko zachodzącymi zmianami we współczesnym świecie dotychczasowe zasady kształtujące sposób funkcjonowania wielu firm, które w dużym stopniu opierały się na hierarchii, konkurencji i maksymalizacji zysków, stają się coraz mniej aktualne. Sukces natomiast znacznie

częściej wiąże się z podejściem opartym na elastyczności, zdecentralizowanej kontroli i szybkim reagowaniu na zmieniające się warunki. Dodatkowo nastąpiła zmiana w oczekiwaniach pracowników, dlatego też rekrutacja, zwiększanie zaangażowania i retencja pracowników stały się jednym z ważniejszych wyzwań dla menedżerów. Jedną z możliwych odpowiedzi na zmieniające się warunki jest tworzenie organizacji o horyzontalnej strukturze, np. turkusowych. Ponieważ jednak niektóre organizacje, które opierają się na tym modelu, osiągają sukces, podczas gdy inne wracają do tradycyjnych rozwiązań, należy zwrócić uwagę m.in. na czynniki wpływające na satysfakcję i efektywność pracowników w tego typu organizacjach. W artykule, w oparciu o analizę literatury i *case study*, omówiono psychospołeczne determinanty pracy w organizacji turkusowej, związane m.in. ze zmieniającym się podejściem do pracy młodego pokolenia, odmiennymi potrzebami pracowników, zmianami w systemie edukacji, a także predyspozycjami osobowościowymi. Rozpoznanie tych czynników może być pomocne w planowaniu rekrutacji, rozważeniu możliwości wdrożenia turkusowych rozwiązań w danej organizacji, a także może pomóc w uwzględnieniu tej opcji w analizie indywidualnych predyspozycji w procesie doradztwa zawodowego.

Słowa kluczowe: organizacja horyzontalna, organizacja turkusowa, satysfakcja z pracy, potrzeby pracowników, zaangażowanie organizacyjne.

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