CONTEMPORARY CONDITIONS OF MANAGEMENT CULTURE

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Abstract: Complex conditions for the functioning of modern organizations affect many issues regarding their management. Globalization processes and internationalization have an effect on what is taking place in companies and public institutions and numerous spheres of socio-economic and cultural life. The flow of ideas and people as well as the transfer of knowledge, culture and values is something natural, permanently integrated into the surrounding reality. This state of affairs raises various types of threats to national and cultural identity. First of all, the systemic impact of the state and individual organizations should make the personnel culture and the state of interpersonal relations favorably affect the functioning of enterprises.

Keywords: culture, organization, people, personnel, management

INTRODUCTION

It is not found revealing that many factors influence the functioning of modern organizations. The results of numerous studies show that the culture and climate of a given environment plays a very important role, which is emphasized during various types of meetings. Thus, these are issues that are in some way related to society, both at a macro and a much smaller scale, for example in relation to local communities. However, in the author’s opinion, to address issues related to culture, including management culture, various implications arising from the fact of globalization processes that do not circumvent any area of life cannot be overlooked. This is also evidenced by dynamic processes of internationalization of various spheres of life and the migratory phenomena. All this has an impact on the governance of organizations that increasingly have to operate in a multicultural environment.

Nobody needs to be convinced that we have to live among people with very diverse views and cultures. What is being currently observed did not come out of the blue. It is worth emphasizing that the relatively stable situation in the immediate neighborhood of Europe gave the illusion that increasing inequalities, problems of poverty, overpopulation and lack of perspectives are far away and do not concern the old continent, still stable and rich in comparison with other countries. The state of peace has gone down in history. The highly destabilized social and military situation in the Middle East and partly in Asia (Afghanistan), the weakness of northern African states, confront Europe with the unprecedented inflow of migrants desperately seeking refuge and prospects for a better life. The optics of perceiving and solving the migration problem are diverse. There are no isolated statements that this issue results in a deep political crisis and, in some countries,

specific social "consequences". The ongoing and growing migration crisis has demonstrated the imperfections that Europe accepted and proposed. European countries proved to be heterogeneous in their attitude to immigrants, which is indirectly connected with the crisis of the idea of a multicultural society [12]. This state of affairs is derived from the situation observed in some countries where the state of inequality and lack of respect for other cultures are tangible.

The processes taking place in the contemporary world lead to increasing integration and economic, political and social interdependence. The progressive globalization evokes numerous discussions in countries and their societies, in which both its proponents perceiving the positive effects of this process and the opponents, afraid of negative effects not only in the economic sphere but also in other areas, participate. The role and significance of national cultures is also changing. Therefore, the question arises as to their place in the modern world - whether they are condemned to homogenization, or whether they retain their separateness and diversity.

At the end of the second decade of the 21st century, the irregularity of people's living conditions and functioning of all companies and institutions is something natural. The set of determinants occurring both in the case of a particular subject and its environment is relatively simple to define. The matter is quite different when it comes to determining the interrelations of individual factors and their impact on specific phenomena occurring in the surrounding reality. Theoreticians, with the support of practitioners, often make attempts to organize these factors, as well as determine which way and with which power they affect a given phenomenon. In many cases such attempts are successful, especially when a specific subject functioning in a definable reality is being dealt with. The same applies to a specific area. However, when trying to generalize the case is quite different. Many factors contribute to such a state of affairs. It is deeply influenced by the fact that, compared to the previous years, the progress of civilization means that new driving forces (e.g. arising from civilization development) are emerging faster and faster, the scope of their meaning is changing, etc. The mutual dependences between individual factors are undergoing changes as well, which impacts the issues of internal security and cultural safety.

With the development of civilization, the approach, perception and organization of the security system, including cultural security, have altered. Anticipating, avoiding or minimizing the effects of threats has become a challenge for modern generations. And what about culture? In this case, it is not about taking actions aimed at restoring security, but about perceiving culture as an important factor (element) affecting the attitudes and behaviors of other people, and even whole societies. At the same time, this is remarkable that the issues of their security are also of interest to the citizens of each country, in particular Poland, especially since the "social" and "welfare" state has become a historical category.

Cultural security is not an overly exploited subject. Frequently, people speak and write about the protection of cultural identity, cultural heritage and, above all, national identity. However, the very aspect of cultural security, in the broad context of national or international security, has not yet been motivated nor received a systemic approach [16]. The indicated type of security can be considered at various levels. The paper focuses on the culture in an organization, which is, inter alia, the expression of the view that highly important matters originate from basic issues, in this case in relation to people who are professionally active.
I. ORGANIZATION’S CULTURE

When regarding individual enterprises and public institutions, the fact that internationalization processes do not circumvent any organization cannot be overlooked. And yet, its culture is a kind of binder that keeps the organization whole and gives employees a lot of satisfaction from working for a specific company and with people employed there [6].

There are various definitions of culture that are divergent and somewhat mutually contradictory in a number of cases, which, among others, depends on who its author is and which scientific discipline he or she represents. Culture is an ambiguous term. At this point, the German philosopher Johann Herder’s words can be quoted, who wrote in the preface to Ideas upon Philosophy and the History of Mankind: There is nothing more indefinite than the word culture.

The term "culture" is an extremely broad concept and covers a number of areas of human activity. In general, culture is the spiritual and material achievements of society, including the patterns of behavior characteristic of a given society, in contrast to what is biologically inherited. Culture can be analyzed at various levels, while the psychological sphere means evaluation, assessment, attitudes towards various objects of culture; it is the transmission of meaning to material objects and behaviors [13].

Culture is a collection of learned phenomena. Culture is transferred through education and learning. All cultural activities are learned, thus the instinctive behavior class is excluded from culture. Culture has a temporal dimension, it is characterized by its length in time and has its history; it develops, experiences a boom or fall depending on economic and social conditions. Culture is an achievement of many generations; no generation creates culture anew.

Culture is one of those concepts whose definitions accentuate various components or aspects. Accepting one of the widest explanations, it can be stated that culture is the whole of the material and non-material products of a given community that arose as a result of many historical experiences. Culture, however, is not a homogeneous phenomenon, as many of its types can be distinguished. It is most frequently understood as the whole of spiritual and material wealth passed on to the society. It happens that it is identified with civilization. It is a social and repetitive phenomenon. Culture is temporary and spatial. It is a system thereby every single culture has its own internal logic.

According to many authors, national cultures and corporate cultures function differently and at various levels of consciousness, hence the use of the same term in relation to both issues may lead to misunderstandings [2].

Cultural phenomena are passed down from generation to generation. The mechanisms of cultural changes include: evolution, adaptation to a specific environment and diffusion. Evolution is a process of transformation, moving to more complex states; the process of evolution consists in the continuous accumulation of achievements of cultural forms. The notion of evolution in culture is the object of dispute: some argue that internal laws of development are different from the laws of evolution; according to others, they are identical or similar to them. Cultural diffusion means the process of mixing different cultures, taking over characteristics of one by the other, occurring as a result of the contact of these cultures, e.g. conquest, trade exchange.
Culture is a system. Each culture has its own internal logic. It is a whole whose constituent parts are related to each other. The integration process occurs between the elements of culture. In each cultural system, four categories of elements are distinguished: material - technical, social, ideological and psychological. When examining the culture of a given community, it is necessary to examine its individual elements, their connections, but first of all what meanings are assigned to them in the thoughts and actions of members of a given community within which they occur.

Depending on the stage of the organization’s development, the role of culture changes. However, if it concerns interpersonal relations, employee-superior relations, several types of organizational culture can be distinguished. There are four most common types of culture: individualists (hard), gamblers ("work hard and have fun"), balanced (calm action), routinists (duration, stability) [7].

Strong culture means a high degree of members’ compatibility with what the organization represents. It favors loyalty, cohesion and commitment, simply reducing the willingness of employees to leave the organization. It leads to high homogeneity of behaviors; it can replace formalization, causing the same effects without the need for written documentation. A strong culture binds employees through a top-down sanctioned and approved set of principles and values. The stronger the organization’s culture the less superiors must devote time to develop formal rules and regulations that determine the employee behavior. Should a contemporary manager be like that? This question cannot be answered unequivocally for a variety of reasons.

The above reflects the fact that culture is a permanent distinguishing feature of an organization [11]. It defines the rules of behavior in an enterprise and communication between organization’s members, as well as the external image. Culture also influences the motivation of employees and the way they approach work. It differentiates in every company, since the people who create the company as well as the place and region where the company operates influence its shape.

Each organization is characterized by a certain level of culture and atmosphere, which has a significant impact on the effectiveness of its functioning and the efficiency of attaining the objectives set. The existence of a harmonious work environment has a mobilizing effect and promotes development. Employees carry out the tasks entrusted to them with enthusiasm and commitment. Work is not only a tool for achieving other goals, but it becomes a value in itself. The working atmosphere is important not only for the quality of activity, but also for the social image of the company.

For everyone, this should be understood first of all because modern management focuses on people, their intellectual and moral values, and the motives behind them in the pursuit of better work, change and progress. This management consists in creating conditions that would mobilize and stimulate the intelligence and energy of all employees contributing to the company’s success. And this success requires the activation of various overlapping and complementary skills. In order to release these skills, encouraging ingenuity and perpetuating the emotional attachment of employees to the company should take place. In this respect, a lot depends on superiors, on how they behave, how they create interpersonal relationships. At this point, management ethics, which is a specialized field of ethics, becomes noticeable. Its subject is, generally speaking, morality in business. It is interdisciplinary science, that is, it is founded on the heritage of many fields of science, first of all management sciences, ethics and philosophy.
The essence and content of organizational and management culture can be considered at various levels. It is possible to take account of a number of factors that only seemingly have no impact on the functioning of a given company and the attitude and behavior of people working there. All this makes it not a simple task to define unambiguously the concept of "organizational culture". This is a multidimensional and interdisciplinary phenomenon [11]. The complexity of this phenomenon refers to beliefs, values and learned behaviors that developed during the functioning of an organization and result from its employees' behaviors [3]. However, it cannot be overlooked that the conditions of functioning of public institutions and economic entities are constantly changing.

The results of a number of research works allow drawing the conclusion that culture in an organization, its essence, influence on the enterprise and similar issues are dealt with by representatives of many scientific disciplines. The various views of the organization's culture presented by them, and thus the culture of management, arise from the distinctive character of each scientific discipline they represent. Therefore, there are difficulties in creating one universal definition covering the whole of this phenomenon. When analyzing publications in this area, it can be noticed that a significant part of the speakers express their opinion that issues of organizational culture should be considered in terms of concepts, not things. They base their point of view primarily on the assumption that things exist or not, while concepts are formed in human minds and it is people who give them shape and meaning. It is also the case with culture in an organization. According to C. Sikorski, it is difficult to discover, but it exists in our concept and we can try to define it, especially since there are symptoms that allow us to define what is in our imagination [18]. In turn, M. Czerska states that organization's culture is the usual way of thinking, feeling and acting - shared, assimilated and assimilated by employees [6]. M. Armstrong describes this as a set of non-formally expressed norms, values, or principles of how to behave [1]. According to K.S. Cameron and R.E. Quinn culture in an organization manifests itself in professed values, dominant leadership styles, language, symbols, methods of conduct and routine procedures as well as definitions of success [4]. A number of other definitions can be cited, which will probably create an even more blurred image of the discussed issue and the concept under consideration. In the context of management culture, the latter term has the most crucial meaning since it emphasizes very important features of how to manage and which traits a manager ought to have.

When analyzing the terms already presented and included in the publications, it can be specified that the organization's culture is something specific that has been developed and is widely accepted in an organization. It relates to customs and values, a special atmosphere that results from employees' relations with management, clients, goals of an organization and ways of pursuing them. Thus, in view of the above issues, it is imperative to perceive culture in close connection with the company's organizational structure, and hence mainly the relationship between its individual elements, including those concerning a supervisor – a subordinate.

The features of the organization's culture are first and foremost manifested in the behavior of the company's members (staff), in their attitudes and values. Culture is thus included in the personalities - hearts and minds of each of the participants in an organization who interact with each other. Culture in an organization is the whole of the human way of life in groups, relations of interpersonal attitudes and
beliefs. It enables combining what is common and reducing the feeling of uncertainty. It arises in the conditions of learning and communication. Organizational culture is not taught consciously, but it is hidden in the minds of members of an organization. It is something like a secret agreement between company members and concerns the joint maintenance of specific behaviors; it ensures continuity of an organization by combining the present with the past [4]. Thus understood, it guarantees a large "resistance" to changes in an organization, but allows itself to evolve to even greater perfection. It stimulates the employees' actions towards achieving the company's assumed goals, affects the work results of individuals and the effectiveness of an entire organization. It is not without consequences on job satisfaction and commitment and so-called vertical relations.

Cultural phenomena can be viewed from different perspectives. In a broad anthropological sense, culture can be seen as a way of life of societies. In recent years, it has undergone a radical change. In the last decades of the 20th century there was a civilizational and cultural breakthrough, the depth of which can be compared with the Enlightenment intellectual and industrial revolution. It is worth mentioning that in the eighties of the last century the field of knowledge called cross-cultural management developed and gained great popularity, which, among other things, resulted from globalization processes. At present, understanding different cultures and drawing new applications from this new knowledge is a challenge for management theoreticians and practitioners.

II. CULTURE AND ORGANIZATION'S PERSONNEL

Culture and accompanying phenomena have not been without effect on people - employees of individual organizations. Man acquired the subjectivity and sovereignty as an individual and thus began to more and more clearly influence the processes taking place around, including professional life. Currently, the staff has become a participant and creator of processes occurring inside an organization [9]. Knowledge, qualifications and skills of the people employed are perceived as a valuable resource, the use of which determines good many issues related to the functioning of enterprises. The staff actively participates in the competition for the place and position of "their" company on the market.

Nowadays it is more and more clearly noticed that simple, measurable sources of competitive advantage are being exhausted. What until recently decided about the success of this process gradually goes down in history. Simple growth reserves, primarily in technique and technology, are depleting and / or becoming widely available. This situation of looking for competitive advantage sources makes it necessary to more and more boldly reach for more complex and more difficult ones and launch the possibilities inherent in the so-called qualitatively soft growth factors [6]. It can be argued that discovering the contemporary face of organizational culture was commenced in the 20th century [15]. The increase in interest in this aspect of an organization's functioning resulted in the first research that showed the existence of informal groups guided by written principles and values in an organization. At that time, the sources of the company's development and the possibility of gaining a competitive advantage were already noticed in the culture in an organization.

Currently, the reasons for increasing interest in the organization's culture stem primarily from changes occurring in the business environment that force
organizations to search for solutions that would ensure success. Variable operating conditions, constantly growing competition and increasing customer requirements have highlighted the crisis of the existing traditional enterprise structures and management methods. The research work on organizational culture, especially the quality methods used, made it possible to look at an organization from a different angle and pay attention to the previously unnoticed elements. Both the economic success in Japan and the economic crisis in the United States were covered by a comparative analysis, which showed no major differences in the employees’ individual behavior, while the differences were revealed in respect of values and standards in the two countries. The future of management began to be seen in the “soft” determinants of management success, i.e. culture and ethics. The importance of the organization's culture in striving to achieve success by an enterprise was noticed, thereby the necessity appeared to change it and treat it as an essential element in the organization’s management. Companies faced a specific challenge to develop patterns of interpersonal relations linking employees in compact teams based on specific values and standards, which could make human factor equally important as regards affecting an organization's profitability as well as effective financial and technical decisions[8]. Changes in the culture in an organization are therefore an important element of the functioning of today’s enterprises, a special kind of challenge for any organization and its managers. This is particularly significant in relation to highly hierarchical organizations, such as armed forces.

III. ORGANIZATION’S CULTURE AND MANAGEMENT

All of the issues raised so far concerned various aspects of culture in relation to an organization and its staff. In this situation, it is in all respects appropriate to present at least some of the relationships between the organization’s culture and management. Therefore, it is reasonable to mention Ch. Handy, an English management psychologist, a visionary and propagator of contemporary management concepts, who in his book Understanding Organizations published in 1981 pointed to the relationship between the position a leader takes in a given organization and its culture². Following this, he distinguished: the culture of power, role, purpose (also called task) and individuality (personal).

Thus, the culture of power dominates in a company that is based on strong leadership. Such culture is better suited to family businesses, up to 15 people. Decisions are made rather quickly. However, many decisions are not made in the absence of a proprietor. Procedures boil down to listening and carrying out the head’s instructions.

The situation is slightly different in relation to the culture of role. In such an enterprise, there is a bureaucratic structure, based on precise determination of tasks for individual units. Each employee performs a specific role in it, in accordance with established rules.

In turn, a goal – targeted organization is characterized by the fact that in a company with such culture, teams are formed for a specific purpose. Employees derive satisfaction from personal participation in ventures and opportunities for

² Having examined various types of institutions at the turn of the sixties and seventies, this author stated that they had different personalities - cultures. He called them names of gods and distinguished the culture of: Zeus (culture of power), Apollo (bureaucratic culture), Athens (culture of experts) and Dionysus (culture of freedom / culture of an individual).
development and cooperation. Teams are formed as relationships of people striving to implement a specific idea. A common idea binds people. Trust prevails among coworkers. Organizations with such culture are frequently of dispersed nature. Only few people are employed full-time. Leaders mature slowly in such teams. They need time and place to prove their worth. Once a given task has been completed, such a team is disbanded. Great many leaders have a large degree of freedom and are responsible for the work of teams.

The culture of individuality is distinguished by the fact that most people operate individually in an organization. These are, for example, lawyers’ offices or medical companies.

E. Schein proposed a slightly different division. He believed that values and norms that form the basis of culture are created in various ways. Firstly, the organization leaders, especially those who shaped it in the past, create the culture. As pointed out by E. Schein, people identify with leaders having a vision, with their behaviors and expectations. Secondly, culture is created around critical events. It is worth pointing out that the fact that learning culture requires time is emphasized [1].

One more fact is worth highlighting in the context of addressing management issues, namely that E. Schein identified the following four types of culture, which indirectly and/or directly affect the issues of governance in an organization and the implications of this on the company’s staff [1]:

1. Culture of power in which leadership rests in the hands of several people.
2. Culture of a role in which power is divided between a leader and a bureaucratic structure.
3. Culture of achievements, in which the emphasis is placed on personal motivation and commitment.
4. Culture of support in which contribution results from a sense of commitment and solidarity, and relationships between people are based on interdependence and trust.

It is must be added that E. Schein based his concept of organizational culture on the so-called iceberg with its three basic levels. The first one takes account of basic cultural assumptions that are really difficult to observe. It refers to man who is free and independent. The second level (on the waterline) takes into account basic norms and values. It must be said that these are unwritten norms, and hence messages about how to behave in an organization. The third level concerns artifacts of culture, i.e. everything that is seen, heard and felt.

When considering various issues related to culture in an organization, its complexity and multilayeredness should be recognized. Cultural assumptions, sometimes referred to as basic assumptions, are the last layer of the organization’s culture, which is the deepest and the most difficult to diagnose. They constitute the foundation of the organization’s culture, i.e. its deepest level. It is the convictions about the organization and its nature, surroundings, interpersonal relations accepted by employees, as well as a set of views on the importance of work for people. This level (element) of the organization’s culture is the most stable, the most difficult to change, and its potential modification requires more time.
IV. FUNCTIONS OF CULTURE IN AN ORGANIZATION

Culture performs numerous functions in an organization. Therefore, a number of different breakdown criteria can be encountered. One of them emphasizes issues related to phenomena within an organization. Undisputed is the fact that culture enables increasing employees’ integration and involvement by means adopted to achieve the company’s goals. Culture manifested, inter alia, in routine procedures or methods of conduct provides uniform measurement methods and assessment criteria, which allows reaching an agreement as to whether objectives are implemented, and if so, to what extent. However, it prevents improvement of measures and reformulation of goals if a change is necessary; it guarantees the joint development of a strategy, which later has an impact on its implementation.

The internal functions of organizational culture define, among others, a common language, or a conceptual apparatus indispensable in the process of communication of employees, whereas the language may be different at various levels of the organization structure [10]. Group boundaries and criteria for membership or rejection are specified. It determines the scope of power and status criteria, thus allowing for avoiding many conflicts against the background of power by defining how to achieve and use authority. It determines what is permitted and what is forbidden, reduces the feeling of uncertainty, offers ideology as well as meets the needs of security and affiliation. It specifies consistent rules for rewarding and punishing.

L. Zbiegień-Maciąg noticed one essential matter [18], namely the integrating role, which consists in combining all common elements, such as: ways of thinking, perception, value, learning and participation in action. The role of culture in an organization viewed in this light provides employees with a sense of security and stability, and builds an organizational identity based on a set of various human characteristics, personalities, temperaments and skills. This being so, it is much easier to integrate the team and strive to achieve the defined goals, and this is, in fact, one of the basic management paradigms.

Nonetheless, one cannot forget that every organization is unique, and has intrinsic characteristics. The aforementioned factors adding up to culture may determine a company’s success and influence its perception - positive or negative. Due to the cognitive-informational role of culture, an organization expands its knowledge about the surrounding reality. Employees, through staying together and various interactions, have the opportunity to enrich their experience, acquire new knowledge, learn organizational culture as well as know how to behave in different situations so that the company’s interests do not suffer. Organization participants know how to respond to changes and unforeseen situations that may arise in the environment. The effect of this is the reduction of uncertainty. Planning and predicting own life increase the feeling of safety among workers and, consequently, motivation and willingness to act boost. The result of limiting the uncertainty factor is greater propensity of the organization’s participants to take risks, make prompt decisions and transform them if the situation so requires.

The various functions of organizational culture are of crucial importance to an enterprise and its employees. Culture existing in a specific external (local) environment that is determined by the type of organization, formed on the basis of essential features of the organization (such as its history, leadership, structure) and
modified by characteristics of its participants (their attitudes, education, age, gender, experience, personality), builds the unique identity of the organization and determines the effectiveness of employees depending on to what degree their various needs have been satisfied. Therefore, in order to effectively manage a company, it is not possible to omit issues related to the organization's culture.

However, the culture in an organization and its management is not permanent. This area of functioning of each company also changes, whereas this kind of change is not a simple, easy and short-term process. This difficulty and complexity of the process stems from the fact that organizational culture has a "well-established position", was created and developed along with an enterprise and is deeply rooted in the consciousness of all the organization's members. The organization's culture is a multidimensional phenomenon. This state of affairs is unlikely to change in a short time. L. Clarke writes that it takes 5 years to transform people's attitudes [5, p. 54]. Time and patience are critical to ensure the correct course of the process. Effects will be brought by systematic activities skillfully blended into the goal that is going to be achieved. This goal is the skillful use of favorable conditions (factors) for the organization's operation and gaining the competitive advantage - creating an opportunity for more efficient functioning of the company. The results of numerous studies clearly indicate that the most time and effort must be devoted to change behavior patterns and attitudes of the organization's employees as well as their value systems, and to improve the climate prevailing in the company.

Such a complex and delicate matter, which is the culture of organization and management, cannot be presented in the form of one model (concept) of transformation of the existing state of affairs. As a result of changes that have occurred in an organization, it will appear necessary to collide existing norms and values with new directions of action and the resulting new standards. Only the identification of the cultural gap will allow its elimination [17]. At the same time, many relevant factors need be taken into account when introducing changes in the organization's culture, which is provided by the fact that changing culture is not an easy process, it requires a lot of work and patience. It is substantial to precisely set the direction and purpose and then persuade employees of the views. No less important is the commitment of top management, mainly because the cultural change is carried out in a "top-down" relationship. Leadership should set an example by behaving in accordance with the newly adopted organizational culture. This approach should be characterized by enthusiasm, as the new culture will be manifested by their actions. Finally, there should be support for organizational changes - all kinds of introduced changes in the ways of managing the organization and in the organizational structure should be consistent with the type of culture in force in the organization. During this type of endeavors, it is essential what the power is based on. When based on formal authority, it is difficult to expect the staff to follow. If the authority is based on personal authority, i.e. resulting from the superior's real powers and personal qualities, subordinates accept the exercised power, believe and trust the superior, are ready to follow him / her and boldly take risks brought by changes in the organization.

Numerous arguments indicate that the factor easing changes may be the introduction of new employees, who accept the values and behaviors recognized by an organization as desirable, and will replace employees who are reluctant and resistant to change. Through the use of various means, such as training, upgrading
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qualifications and employee evaluation system, an organization can also influence the transformation of its members’ attitudes and behaviors.

Transforming culture in an organization is a change in the ways of communication, thinking, established behavior patterns and values promoted by employees. Conducting changes in these areas may encounter resistance from the organization’s participants, dictated primarily by prejudices and fear of planned changes [14, p. 70]. In this situation, the heavy responsibility for tackling these issues lies with the organization’s leadership and its leadership skills. Hence it is significant to develop mutual trust between managers and employees, without which all efforts to build a new culture in an organization may prove futile. The management style, understood as a way of influencing subordinates, is not only to encourage effective action for an organization, but also to prompt and skillfully lead its staff during changes. It must also be borne in mind that where there is culture with low tolerance of uncertainty, it is characteristic to follow old, well-worn paths - the staff does not take creative or innovative actions. It is therefore normal that in these types of organizations there is a reluctance to change, since they are perceived as a violation of the old and at the same time good system.

It should also be remembered that making changes in the organization's culture requires great attention and patience. Skillful and effective implementation of such a project has a positive impact on the functioning of a company, its condition and image. The created condition should be maintained, which does not seem to be an easy task with such a delicate matter as human beings. In this case, control of the new culture is needed, since in practice it is almost never the case that all corrective actions are carried out appropriately. The organization's culture also constitutes a basis for a concept of organizational structures, constituting a kind of condition for their implementation and functioning. Extremely timely issue is included in the questions: how to change culture in an organization and how to manage it?

The above question is justified for several reasons. When attempting to make transformations, it should be taken into account that culture, in turn, is a concept strongly linked to religion, literature, morality and tradition, that is, the subjects related to an individual's spiritual development. Society, in addition to technical and scientific achievements, has also developed a number of intangible assets. Tradition is a component of culture. It is mainly connected with religion as a factor determining an individual’s behavior. Culture is associated with a human being as its creator and at the same time a recipient, it shapes and defines an individual in the social process. Culture is created by a community and then passed on to its further members according to time and territorial range criteria. Existing cultural differences refer to individualized social roles and differences of individuals in terms of character and personality traits, and result from individuals’ life experiences. Furthermore, culture is a repetitive and flexible phenomenon based on the occurrence of learned phenomena. The culture includes intellectual achievements of representatives of many generations, deriving from the process of evolution and adaptation to specific living conditions. Culture is also a system characterized by internal cohesion and logic. It takes as its premise that man must adapt to certain rules governing his life, and culture is to facilitate this process through the existence of adaptive mechanisms occurring in it.
CONCLUSION

Culture is associated with a human being as its creator and at the same time a recipient, it shapes an individual who expresses and satisfies needs through it. Culture is a social phenomenon; it is connected with man as a being leading a social lifestyle. Culture arises and develops in a community and through social contact. Within a community, culture is transmitted in time and space. In each structure there are cultural differences related to the variety of social roles. Moreover, there are dissimilarities in each community resulting from differences in individual temperaments, personalities and life experiences. Culture is a repetitive phenomenon. Only those phenomena that are repeatable may belong to culture. Any human "invention" becomes an element of culture provided that it is preserved, established and passed on to next generations.

Material or artistic products or ideas do not determine the peculiarity and distinctness of culture of a society, since they can be common to many societies, but the meaning attributed to them. Connections of elements of culture create specific meaning codes understood only to those who give them meaning and use them.

Culture is the adaptive mechanism of man. It fulfills the role of an intermediary between man and the natural environment in which he lives.

Therefore, the phenomena of cultural "mixing", as a consequence of a series of processes, frequently dynamically developing, will have an impact on people in various parts of the Earth’s globe. This symbolic "foreigner" at the gates of Europe will also stress his / her presence in the environment and will bring with him / her certain values that will not always, at least in the initial stage, be accepted by others. Time will cause the lack of any other alternatives than evolutionary changes.

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WSPÓŁCZESNE UWARUNKOWANIA KULTURY BEZPIECZEŃSTWA

Streszczenie: Złożone warunki funkcjonowania współczesnych organizacji wpływają na wiele kwestii dotyczących zarządzania nimi. Procesy globalizacyjne i umiędzynarodowianie rzutują na to co ma miejsce w firmach i instytucjach publicznych i wielu sferach życia społeczno-gospodarczego i kulturalnego. Przepływ idei i ludzi, transfer wiedzy i kultury oraz wartości jest czymś naturalnym, na trwałe wkomponowanym w otaczającą nas rzeczywistość. Taki stan rzeczy rodzi różnego rodzaju zagrożenia tożsamości narodowej i kulturowej. Przede wszystkim systemowe oddziaływanie ze strony państwa i poszczególnych organizacji powinno sprawić, że kultura personelu i stan stosunków międzyludzkich korzystnie wpłynie na funkcjonowanie przedsiębiorstw.

Słowa kluczowe: kultura, organizacja, ludzie, personel, zarządzanie.