

## **ABSTRACT – STRESZCZENIE PRACY W JEZYKU ANGIELSKIM**

The aim of this study was to understand the relationship between organizational culture and the tools of employee participation and to reflect this relationship in the form of a model. The analysis of the extensive literature on the subject justifies the thesis that organizational culture and employee participation are among the determinants of key importance for effective management of the enterprise. This doctoral dissertation is based on the assumption that organizational culture is one of the key variables influencing the selection of employee participation tools. The research used the typology of the culture of K.S. Cameron and R.E. Quinn, which introduced four types of cultures: clan, adhocracy, market and hierarchy. The subjects of the research were enterprises from the metal construction industry. The choice of this industry results from its very dynamic development and importance for the economy of Poland and Europe.

The main hypothesis was put forward in the work, saying that organizational culture determines the selection of tools of employee participation. The main hypothesis was divided into 6 detailed hypotheses, which were subjected to empirical verification. They were related to the specific objectives of the study. Three research methods were required to achieve the goals of the work. The first was the analysis of domestic and foreign literature (desk research). The second was a diagnostic survey with the use of a tool in the form of a questionnaire used by means of the Computer Assisted Telephone Interview (CATI) technique. The third method was the factor analysis performed using the principal components technique with Varimax rotation.

In order to develop a model of the relationship between organizational culture and tools of employee participation, four stages of the research procedure were carried out. The first stage consisted of a critical review of the literature on the subject on the organizational culture and tools of employee participation, as well as industry information and statistical data on enterprises from the metal construction industry. The first stage was completed with the identification of the research gap. During the second stage, the research methodology was developed, including the selection of research tools and a pilot study with the use of a questionnaire with managers and employees of human resources departments in selected 5 enterprises. An analysis of the adequacy of the research method within a given sample was performed. In consequence the research tool used during the survey was modified, i.e. the questionnaire, and a proper research tool was developed. The third stage consisted in conducting appropriate empirical research with the use of the final questionnaire with

management and personnel from human resources departments in selected 290 enterprises. The fourth stage closed the research procedure. Statistical analysis and inference were performed for the collected data and a model of dependence between the types of organizational culture and the tools of employee participation in the surveyed enterprises was developed.

The work is theoretical and empirical. It consists of five chapters. The paper presents the results of research confirming the influence of organizational culture on the use of employee participation tools. Organizational culture explains 20% of an organisation's performance, so it is an important factor influencing employee participation. As a result of the conducted research, it was found that there is a relationship between the effectiveness of the tools of employee participation and the organizational culture prevailing in enterprises from the metal construction industry. Organizational culture strengthens or weakens the selected participation tools. Based on the conducted research, a matrix was prepared of supporting participation tools by individual organizational cultures. A table of supporting the tools of employee participation by individual features of organizational culture and a model of dependence between organizational culture and tools of employee participation was also created. It was also determined how the selection of participation tools is influenced by the following factors: the number of employees in the enterprise; profit; percentage of revenue from own products or customer documentation; source of capital. Additionally, it was found that the amount of employees, the percentage of income from own products and the type of capital increase the influence of culture on selected participation tools by several percent. This is a significant value explaining many aspects of the organization's functioning.

In the light of the presented research, the main goal of this dissertation was achieved, which was to learn about the relationship between organizational culture and tools of employee participation and to reflect this relationship in the form of a model. Thanks to the conducted research, the main hypothesis and 2 hypotheses were confirmed, out of 6 detailed hypotheses. The research results were used to create not only implications for the management theory itself, but also practical conclusions and recommendations that may serve to improve the existing management methods, and above all, to effectively introduce tools for employee participation in enterprises. According to the author's knowledge, this dissertation is the first study examining the influence of organizational culture on the tools of employee participation.

Keywords: organizational culture, employee participation, enterprises from the metal industry.