Halina **Sobocka-Szczapa**

University of Social Sciences

hszczapa@san.edu.pl

ORCID ID: 0000-0002-3130-1100

Cultural Conditions of HRM – 3D Model

Abstract: Organisational culture is one of the most complex and ambiguous term which is not only difficult to define explicitly, but also which meaning is constantly expanding and changing. Focusing the development of economies on the use of the most modern technologies causes that there is a systematic increase in the interest among employers in acquiring employees with the highest qualifications, because their knowledge, skills and creativity become the key resource of the organization, influencing its innovativeness, and thus competitiveness. In today's economy, the management of financial and material resources is becoming less and less important, while the ability to use intangible assets is growing. These tendencies influence the fact that the organisational culture plays an important and increasingly significant role in the activities of the organisation, because it is an important instrument supporting the efficiency and effectiveness of the organisation's functioning, which is a consequence of correct/skilful use of human capital.

Taking into account the above considerations, the aim of the study is to indicate the general conditions of human resources management, resulting from the cultural premises of the organisation. The research hypothesis of the study is to show the relationship between the elements of personal function and dichotomous dimensions of values (organizational culture), indicated by G. Hofstede, whose

considerations and analyses became the basis of the adopted research methodology.

Key words: organizational culture, human resource management, conditions, modelling

Introduction

Organisational culture is one of the most complex and ambiguous terms, which is not only difficult to define explicitly, but also whose meaning is constantly expanding and changing (Williams, 1981, pp. 10–11). The reason for this is the apparent similarity and even homogeneity of most values and motives of people. Nevertheless, there is also diversity in this area, which can cause misunderstandings, both in international and national activities, resulting in increased costs (Curran, 2007).

Nowadays, culture is considered to be everything created by a human being in both material and spiritual fields (Rohrscheidt, 2008, p. 18; Kozielecki, 1988, p. 42; Sułkowski, 2002a, p. 47). On the other hand, values, norms and cultural patterns developed and disseminated in a given social community functioning in a given organisation are the elementary components of organisational culture (Rohrscheidt, 2008, p. 18; Kozielecki, 1988, p. 42; Sułkowski, 2002a, p. 47).

Targeting the development of economies on the use of the most modern technologies causes a systematic increase in interest among employers to find employees with the highest qualifications, because their knowledge, skills and creativity have become a key resource of the organisation, influencing its innovativeness and thus competitiveness. In the modern economy, therefore, the management of financial and material resources is less and less important, and the ability to use intangible assets is more and more important. These trends influence the fact that the organisational culture plays an important and increasingly

significant role in the activities of the organisation, because it is an important instrument that supports the efficiency and effectiveness of the organisation's functioning, which is a consequence of the correct/ /skilful use of human capital (cf. Sobocka-Szczapa, 2015, p. 121). Therefore, the cultural approach to human resources management should cover the diversity of functions performed by the organisational culture, as well as searching for new ways of understanding the organisation and economic life in the context of this management, especially in the methodological sphere.

Taking into account the above considerations, the aim of the study is to indicate the general conditions of human resources management, resulting from the cultural premises of the organisation. The research hypothesis of the study is to show the relationship between the elements of personal function and dichotomous dimensions of values, indicated by G. Hofstede, whose considerations and analyses became the basis of the adopted research methodology.

Assumptions of the Hofstede 3D model

G. Hofstede's cultural model was created in the 1980s on the basis of his researching over 70 countries around the world[1]. The result of these analyses was an empirical separation of cultural dimensions of universal character (Czerwonka, 2015, pp. 281–292). According to G. Hofstede, the cultural dimension, i.e. the feature/value of culture, is a certain aspect, which can be measured and allows to determine the position of a given culture in relation to another (Hofstede, 2011, pp. 10–11). There are three dimensions/values that are important from the point of view of organisation: Power Distance Indicator (PDI), Individualism/

1. Originally the survey was conducted in 40 countries, where the sample was extended in the following years (cf. Matsumoto, & Juang, 2013).

/collectivism, measured by IDV and Uncertainty Avoidance Indicator (UAI) (Czerwonka, 2015).

Distance of power – is the degree of social acceptance of various possibilities of influencing others, as well as the way of organizing work, organisational structure, control, and personnel policy. The distance of power stretches between two poles: small and large distance. Superiors and subordinates are to some extent dependent or closely dependent on each other. The hierarchy in organisations results from playing different roles. These inequalities are justified and desirable. Subordinates should be dependent on their superiors. The hierarchy in organisations reflects the basic inequalities between those at the bottom and those at the top of the ladder. There is also a strong centralization, which means slender hierarchical organisational structures, significant differences in competencies and salaries, and strong control and supervision. However, privileges and status indications are widely recognized and accepted. In organisations with a short distance of power, people are perceived as equal by nature and are opposed to any disparity in access to power. It is characterized by flat organisational structures and highly decentralized power, which allows for participation in the decision-making process. In addition, every type of work enjoys social respect, which results in relatively highly qualified personnel, including the one of lower level (cf. Sobocka-Szczapa, Banasiak, & Kamińska, 2019, p. 117; Hofstede, & Hofstede 2007; Subocz, 2012, p. 42).

Individualism/collectivism is a dimension/value that means managing an individual on the one hand and spontaneous and emotional involvement in the life of an organisation on the other, expecting care and security in return. Therefore, work can be both individualised, with the predominance of individual decisions and responsibilities, where the source of identification is an individual, and collaborative, with a focus on interpersonal relationships, where the source of identification is the

membership of social networks. In the case of offences, the consequences in the first case are the feeling of guilt and loss of self-esteem, while in the second case – shame and loss of face of both the individual and the group, to which an individual belongs. In collectivistic cultures, diplomas on which material status and self-esteem depend, guarantee access to the groups of higher status (cf. Sobocka-Szczapa, Banasiak, & Kamińska, 2019, p. 117; Hofstede, & Hofstede, 2007; Subocz, 2012, p. 43).

Tolerance of uncertainty (degree of uncertainty avoidance) is an indicator of society's sensitivity to changes, situations which are new and difficult to predict. Organisations characterized by a high degree of uncertainty avoidance are equipped with numerous formal or informal rules that concretize the rights and responsibilities of superiors and subordinates. They are dominated by conservatism, extremism, law and order and hostile attitudes towards young people. A low degree of uncertainty avoidance means openness to change without fear and the need to protect oneself from the future. These organisations do not have many rights and rules and more often accept protests. These organisations are tolerant, moderate and friendly towards young people. They are dominated by a belief in common sense and the power of generalization. At the same time, there is conviction that the beliefs of one group should not be imposed on another and that no one should be persecuted because of their beliefs (cf. Sobocka-Szczapa, Banasiak, & Kamińska, 2019, p. 117; Hofstede, & Hofstede, 2007; Subocz, 2012, pp. 43–44.).

The above described dimensions/values of organisational culture prove that diametrical differentiation can strongly influence the model of personnel management. For example in individualistic societies it is worth to apply such methods as (Sobocka-Szczapa, Banasiak, & Kamińska, 2019, p. 117): management by objectives, motivation or exceptions, characterized by controlling employees' behaviour by creating situations affecting their individual needs. In collectivist

organisations and those with little power distance, management by self-control groups, management by results and management by communication can be used. However, in organisations with a large power distance, it is suggested to introduce management by inspiration or task formulation. Management by extrapolation, intuition, strategic and bureaucratic management is recommended for environments with high risk avoidance. In the case of organisations with low risk, offensive tactics are suggested, possibly management by risk. However, taking into account the fact that the organisational culture is a specific "personality" of a particular organisation, the problem of selecting methods of employee management should be considered individually for each organisation (Kamińska, 2012; Perechuda, 1993).

In the characteristics of the dimensions, the other two dimensions were deliberately omitted as unnecessary from the point of view of the analyzed relationships. This assumption is fully consistent with the concepts of multidimensional analysis of organisational culture in entities preferred by other authors. In this case we can cite the opinion of Sułkowski and other researchers (Sułkowski, 2012, pp. 103–105) quoted by this author. It is also worth to emphasize the importance of the opinions of Japanese psychologists, who recognized values, as being an important element of organisational culture (Kamińska, 2012, p. 11), and essential for the functioning of the organisation, its management – also in the context of human resources management. Rules referring to specific areas of social life in the organisation are often indicated while defining organisational culture. This was clearly indicated by Schein, Mullins, Cameroni and Quinn, Nogalski and many other researchers (Table 1).

Table 1. Definitions indicating the rules for specific areas of life in the organisation

Schein (1985): „organisational culture is a set of reasonable rules of conduct, discovered, established and developed by the group, to deal with the problem of internal integration and external adaptation, which, by working well enough, guide new members to think and feel about these problems".

Mullins (1993): „organisational culture is a set of values, traditions, beliefs, attitudes which are the essence of everything one does and thinks in an organisation; it is fuelled by a system of customs, rituals, communication patterns, informal structures".

Cameron and Quinn (1998): „the culture of an organisation is a set of values taken for granted, assumptions that are not mentioned, common expectations, definitions, elements of collective memory; it reflects dominant views, defines the sense of identity of employees, provides unwritten and often not fully conscious rules of conduct in the workplace, strengthens the sustainability of the social system."

Nogalski (1998): „…social standards and value systems that stimulate employees, the right organisational climate, management, shared meanings and symbols, cognitive patterns, behavioural requirements"

Source: (Sobocka-Szczapa, Banasiak, & Kamińska 2019, p. 103).

The science of management assumes that culture has a large impact on the functioning of an organisation and is often identified with its effectiveness. This is connected with the so-called "development trend" of an organisation, in which the value-oriented approach dominates (Gilbert, Stoner, & Freeman, 2011, pp. 193–195).

Impact of organisational culture on human resources management in organisations

The implementation of a personal function in a particular organisation depends on the influence of many factors, among which is also organisational culture (Król, 2006, p. 34). Culture researchers, including

Sułkowski, are of a similar opinion. He writes that organisational culture is one of the rationales for the human resources management system. He mentions, however, that other variables are equally important, such as the specifics of a given activity or enterprise (Sułkowski, 2002b, p. 67). He presented it in the example of his own typology of organisational culture, in connection with the three most important elements of human resources management (Table 2). Differences in proceeding/procedures used in personnel management result from different organisational cultures indicated.

Table 2. Types of organisational cultures and ways of personnel management

Types of organisational cultures	Recruitment	Motivation	Development
1. Knights' Army	Search for competent units, managers only	Managers reward individual employees	Management training in specific areas
2. Mercenaries	Recruitment of competent and highly competitive units Mechanisms for rewarding the best (bonus regulations)	Mechanisms for rewarding the best (bonus regulations)	Self-development, limited internal training in specific areas
3. Conquistador's Army	The leader is looking for potential supporters - the key is determination and motivation to work	The commitment and loyalty to the leader is rewarded	The training is a process of integration around the leader person
4. Mass Levy	Self-recruitment - most interested parties can start working	Reward mechanisms leading to selection (the weakest do not earn)	Self-training, limited specialist training

5. Janissary Army	Recruitment of people susceptible to discipline and loyalty	Rewarding according to bureaucratic regulations)	Strong indoctrination and loyalty building training
6. Revolutionaries	Recruitment of people vulnerable to missionary activity	Self-rewarding leading to selection (the weakest do not earn	Indoctrination training, network promotion mechanisms
7. Duke's Team	Recruitment of people who want to function in a strong and loyal team	The commitment and loyalty to the group is rewarded	Integration training, focused on the management team
8. Guerrillas	Recruitment of people who believe in the idea and want to implement it in the team	Involvement and loyalty to the group and the idea are rewarded	Integration and indoctrination training include managers and specialists

Source: (Sułkowski, 2002b).

It seems, however, that the issues of the influence of organisational culture on personnel management have been simplified here, because in reality we often deal with several professional subcultures in a given organisation, with opposing patterns of formal and informal culture and with a variety of cultural patterns and norms (Sułkowski, 2002b, p. 67). The importance of the personnel policy (cf. Sobocka-Szczapa, 2014, pp. 30 p.n.) model used in an organisation should also be stressed here, which is important for the relations indicated in the table.

Organisational culture is of great importance both for the organisation itself and for its environment, and at the same time in each of these areas it performs specific functions, which can be divided into internal and external (Bańka, 2009, pp. 23–30; Zbiegień--Maciąg, 2008, pp. 33–37).

Among the internal functions of organisational culture the following functions can be distinguished: integrating, cognitive-informational and adaptive. Organisational culture integrates
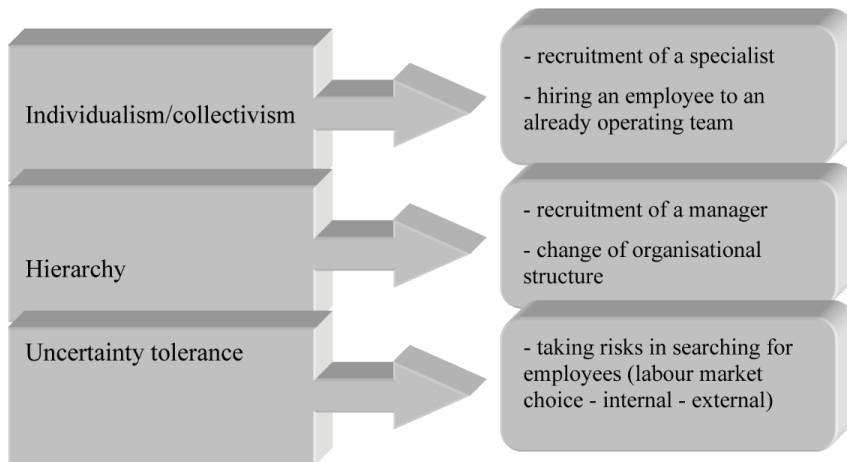
members of the organisation, creates in them a sense of security and stability and participates in building the identity of the whole organisation. An important function of the organisational culture is also providing knowledge (people staying together exchange knowledge, experiences and skills). Organisational culture also provides learned ways of dealing with life and thus contributes to reducing uncertainty. However, external functions cannot be completely omitted in the analysis, as they play an important role in the perception of the organisation by its environment. They are based on the influence of internal arrangements on external contacts (e.g. through the mission and strategic objectives of the organisation) and on the influence of factors coming from the environment (e.g. through the organisation's interactions with other organisations).

Let us take a look at the three selected dimensions of organisational culture values according to G. Hofstede, in the context of its internal functions, and the relationship between these dimensions and elements of its personal functions. In this way, it will be possible to expand the practices presented in Table 2, referring to types of organisational culture.

In the employment planning process, the influence of the organisational culture has primarily a qualitative dimension. Taking into account the envisaged organisational structure and the organisation of the teamwork in this process, is a consequence of the organisational culture we are dealing with. Therefore, it can be assumed that all the three dimensions of values (scheme 1) should be extremely important for the employment planning process, because organisational culture should indicate what kind of employee we would like to recruit from the point of view of the expected organisational structure, work position, as well as the functioning of the teams (the already existing principles of cooperation). However, the main difficulty in this case is to be able to

clearly define how an organisation will operate in the future. It is much easier to determine the number of employees, their qualifications and skills than their place in the structure of a business entity. It also results from the fact that organisational culture changes over time, while the personnel potential is a consequence of the adopted strategic plans.

Diagram 1. Relationships between the dimensions of organisational culture and employment planning

| Individualism/collectivism | - recruitment of a specialist
- hiring an employee to an already operating team |
| Hierarchy | - recruitment of a manager
- change of organisational structure |
| Uncertainty tolerance | - taking risks in searching for employees (labour market choice - internal - external) |

Source: own study.

There is a much greater number of connections in the case of employment, i.e. recruitment and selection processes, carried out in the organisation. First of all, it concerns the kind of employees whose type of organisational culture differentiates due to their character features (competence, competition of individuals, determination and motivation to work, discipline, loyalty, willingness to work in a team, etc.). Recruitment premises, resulting from the character traits of candidates, are the result of the organisational culture functioning in the organisation, and thus they affect the possibility of recruiting an employee. These premises should have a similar meaning to those which influence the acceptance of an employee from the point of

view of his/her qualifications, i.e. usefulness for the tasks assigned in the organisation and his/her effectiveness. Moreover, the features of character required from a potential employee should also be revealed in the criteria of employee selection, because, for a potential candidate, they are as important as qualifications (if not the most important) for the positive course/outcome of the recruitment process. Organisational culture also plays an important role in the adaptation of employees to perform tasks in a given position. It is precisely the skilful introduction of new employees that can have a significant impact on their further behaviour and attitudes in the future (Kamińska, & Warzyński, 2011, p. 127; see also Pocztowski, 2003, p. 171), and the type of organisational culture forces the new employee to adapt to the rules and values already existing in the organisation[2].

Diagram 2. Relationships between the dimensions of organisational culture and employee recruitment
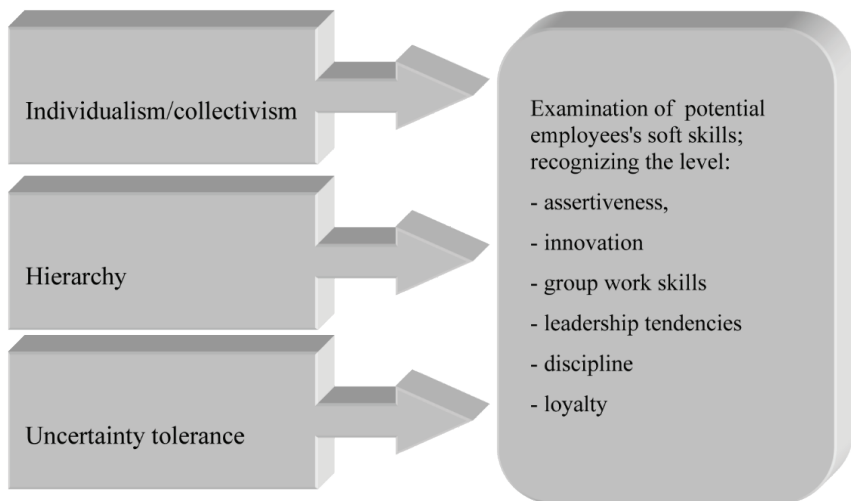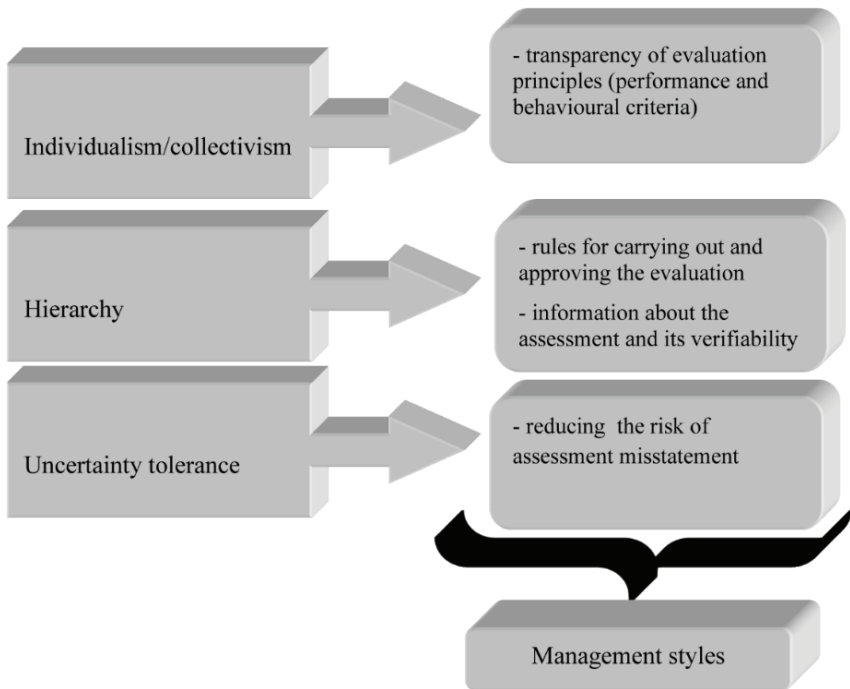

Source: own study.

....

2. For more information on organisational culture factors shaping adaptive processes of a new empoyee. See also Żarczyńska-Dobiesz (2008).

Consequently, the organisational culture is important both for the organisation and the employee (new work environment, new people, new tasks). Similarly, the importance of the relationship between the organisational culture functioning in the organisation and employee evaluation should be assessed. What matters most for an organisation from the point of view of the type of organisational culture also matters in this case. An employee in an organisation should not only perform the assigned tasks, but also accept the conditions under which he or she performs them, because this leads not only to the employee's satisfaction, but first of all to his or her identification with the company's activities. Consequently, an employee can perform his or her tasks in a much better, more effective way, and thus improve the competitiveness of the organisation. In the employee's opinion, the way of evaluation is also important. It results mainly from organisational culture functioning in an organisation, but also is connected with an adopted management style. However, organisational culture usually makes it possible to reduce the burden of evaluation processes for the employee. Therefore, it can be concluded that organisational culture influences the way information on assessment is provided, as well as the possibility of verifying the assessment by the employee.

Diagram 3. Relationships between the dimensions of organisational culture values and employee evaluation

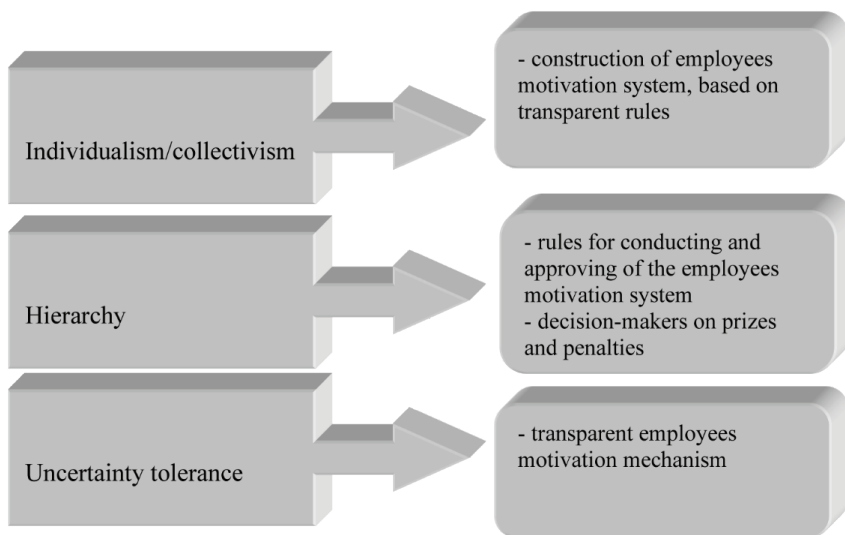| Individualism/collectivism | → | - transparency of evaluation principles (performance and behavioural criteria) |
| Hierarchy | → | - rules for carrying out and approving the evaluation
- information about the assessment and its verifiability |
| Uncertainty tolerance | → | - reducing the risk of assessment misstatement |

Management styles

Source: own study.

In the opinion of employees, similarly as in other relations between organisational culture and a personal function, some differences may appear due to the type of organisational culture that exists in an organisation. This diversity may result in difficulties in determining the relationship unambiguously. Therefore, making such generalizations should be treated rather as an attempt at systematization, carried out for the purposes of the modelling process.

In the processes of motivating, the organisational culture focuses primarily on the ways of motivating and mechanisms of rewarding

employees. At the same time, it points to the basic criteria of employee evaluation, thus enabling the introduction of features of their character, conducive to shaping the identification of the staff with the company and the tasks performed by it. The impact of organizational culture on employee motivation begins with recruitment processes where criteria for employing a job applicant appear for the first time. The type of organisational culture implemented in the organisation allows us to make decisions about who and why will be rewarded.

Diagram 4. Relationships between the dimensions of organisational culture values and employee motivation

Individualism/collectivism → - construction of employees motivation system, based on transparent rules

Hierarchy → - rules for conducting and approving of the employees motivation system
- decision-makers on prizes and penalties

Uncertainty tolerance → - transparent employees motivation mechanism
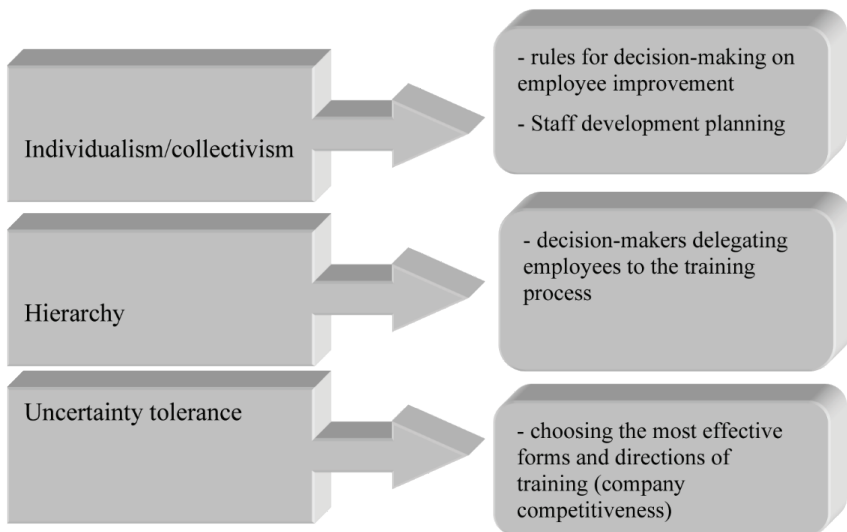
Source: own study.

Organisational culture plays an essential role in the processes of training/improving employees, and it concerns first of all the choice of the training method (who will conduct the training – internal, external, self-development), its scope and mode and addressees. This choice is important because of the costs of training, which are much higher when outsourcing training to an external company. On-the-job training

by a skilled worker is less costly. On the other hand, motivation of the employee to undertake self-education reduces the most costs of the education process. It is significant that such training is very rarely subsidized by employers[3].

Diagram 5. Relationships between the dimensions of organisational culture values and employee development

Individualism/collectivism	→	- rules for decision-making on employee improvement - Staff development planning
Hierarchy	→	- decision-makers delegating employees to the training process
Uncertainty tolerance	→	- choosing the most effective forms and directions of training (company competitiveness)

Source: own study.

The above characteristics of relations between organisational culture and human resources management indicate many relations which are important for the human resources management realized in organisations. By influencing the elements of this process, organisational culture influences the degree of readiness to act and increases the individual and group sense of security. These behaviors are energizing activities, which means that they cannot be omitted in the set of elements supporting the activity of the organization's employees.

3. It results from surveys conducted in 2012–2013 by experts of Institue of Labour and Social Studies (cf. Sobocka-Szczapa, 2013, pp. 109–138).

Conclusions

In the case of relationships between elements of human resources management and elements of organisational culture, we are dealing here only with one-way relationships and the search for feedback is difficult and may raise many doubts. This is confirmed by K. Konecki's opinion, who claims that human resources management is both the quintessence of rules produced within an organisation and the value of the culture of a given country. It is also an element of an organisational game, taking into account the symbols of certain cultural phenomena (e.g. of ritual character) (http://qsr.webd.pl/KKonecki/publikacje/publikacja12.html). However, referring to the phenomenon of human resources management exclusively to cultural issues related to society, seems to be a quite one-sided approach which does not take into account the role that organisational culture plays in contemporary companies. Considering, for example, the issue of improving the efficiency of employees, it is culture and organisational climate (which is its derivative) that create conditions conducive to the cooperation of members of the organisation. They influence, among others, the level of internal motivation to work (Mikuła, 2000, p. 33). It should be mentioned that organisational culture and climate are concepts often identified with each other, because both concepts concern the way of interpreting organisational reality surrounding the employee. However, organisational climate is a more subjective concept, partly resulting from organisational culture (Mikuła, 2000, pp. 35, 37).

As it results from the conducted analyses, the model approach to relations between organisational culture and human resources management, having the character conditioning the correctness of this process, is undoubtedly visible in its individual elements. Despite the one-way dependencies shown in the study, their influence on the human resources management in an organisation cannot be overestimated. It

determines not only the acceptance by employees of actions taken in this area, but also affects the climate/atmosphere of an organisation, i.e. subjective feelings of the staff. It is obvious that such a conclusion would have a very limited cognitive value if other variables, namely: type of activity, size of an organisation, social structure, etc., were not included. However, undoubtedly, organisational culture determines certain behaviours and activities in business[4], enabling the establishment of contacts between employees, through the created communication system, which facilitates the generation of behaviours that build and maintain a positive climate at work, identification with the objectives of the organisation, as well as acceptance of the system of remuneration in connection with the system of appraisals, conducted educational action, etc. Generally speaking, the consequences of organisational culture understood in this way, connect people with the workplace and trigger in them a sense of corporate identity, evoke the effect of "attachment" and positive identification with the organisation. This translates into the effectiveness of employees and teams, their loyalty and attachment to the company (Kamińska, & Warzyński, 2011, p. 134; Ober, 2013).

Such an approach makes organisational culture an important source of information about the behaviours preferred or not accepted by the company, relating to the basic values, norms and principles prevailing in a given team. At the same time, it is also a factor that strongly influences the management model used by the superior.

....

4. I. Varner and L. Beamer enumerated in detail and elaborated more on issues of funda-mental significance to understand organisational culture influence on a human's actions and behaviours in business (cf. Varner, & Beamer, 2010). Academic literature also provi-des a model referring to cultural diversity analysis probing the issue of communication (cf. Hall, 2009).

References

Bańka W. (2009). *Kultura organizacyjna naturalną wartością przedsiębiorstwa* (pp. 23–30). Płock: Wydawnictwo Novum.

Curran, K. (December 2007). Personal Success Strategies for Crosscultural Effectiveness. In *Clues to International Effectiveness*. Cultural Detective Newsletter.

Czerwonka, M. (2015). Charakterystyka wskaźników modelu kulturowego Hofstede. In J. Ostaszewski (Ed.), *O nowy ład finansowy w Polsce. Rekomendacje dla animatorów życia gospodarczego* (pp. 281–292). Kolegium Zarządzania i Finansów, Instytut Finansów, Warszawa: Oficyna Wydawnicza, Szkoła Główna Handlowa.

Gilbert, D. R., Stoner, J. A. F., & Freeman, E. R. (2011). *Kierowanie* (pp. 193–195). Warszawa: PWE.

Hall, E. T. (2009). *Ukryty wymiar kultury*. Warszawa: Muza.

Hofstede, G. (2011). *Kultury i organizacje: Zaprogramowanie umysłu* (pp. 10–11), Warszawa: PWE.

Hofstede, G., & Hofstede, G. J. (2007). *Kultury i organizacje*. Warszawa: Polskie Wydawnictwo Ekonomiczne.

http://qsr.webd.pl/KKonecki/publikacje/publikacja12.html. Accessed 26 July 2017.

Kamińska, B. (2012). Rola kultury organizacyjnej w funkcjonowaniu współczesnych przedsiębiorstw. *Przegląd Organizacji, 2*, 11–14.

Kamińska, B., & Warzyński, M. (Ed.) (2011). *Materiale i niematerialne narzędzia motywowania pracowników* (p. 127). Łódź: SWSPiZ.

Kozielecki, J. (1988). *O człowieku wielowymiarowym. Eseje psychologiczne* (p. 42). Warszawa: PWN.

Król, H. (2006). Transformacja pracy i funkcji personalnej. Zarządzanie zasobami ludzkimi. In H. Król, A. Ludwiczyński (Ed.), *Tworzenie kapitału ludzkiego w organizacji* (p. 34). Warszawa: Wydawnictwo Naukowe PWN.

Matsumoto, D., & Juang, L. (2013). *Culture and Psychology*, Wadsworth: Cengage Learning.

Mikuła, B. (2000). Klimat organizacyjny a kultura organizacyjna – próba systematyzacji pojęć. *Zeszyty Naukowe Małopolskiej Wyższej Szkoły Ekonomicznej w Tarnowie, 3*, 33–40.

Ober, J. (2013). Funkcja i rola efektywnej komunikacji w zarządzaniu. *Zeszyty Naukowe Politechniki Śląskiej, series: Organizacja i Zarządzanie, 65*, 257–266.

Perechuda, K. (1993). *Nowoczesne metody zarządzania firmą.* Wrocław: Wydawnictwo Akademii Ekonomicznej.

Pocztowski, A. (2003). *Zarządzanie zasobami ludzkimi* (p. 171). Warszawa: PWE.

Rohrscheidt, A. M. (2008). *Turystyka kulturowa. Fenomen, potencjał, perspektywy* (p. 18). Gniezno: GWSHM Milenium.

Sobocka-Szczapa, H. (2014). *Zarządzanie pracownikami wiedzy w procesach Lifelong Learning* (pp. 30 p.n.). Łódź: SAN.

Sobocka-Szczapa, H. (2015). Kultura organizacyjna a zarządzanie wiedzą. In B. Mikuła (Ed.), *Współczesne tendencje w zachowaniach organizacyjnych* (p. 121). Kraków: Uniwersytet Ekonomiczny w Krakowie.

Sobocka-Szczapa, H., Banasiak, A., & Kamińska, B. (2019). *Zarządzanie zasobami ludzkimi. Model 3D: wiedza – jakość – kultura organizacyjna* (pp. 103, 117). Łódź: SAN.

Sobocka-Szczapa, H. (2013). Instrumenty wsparcia kształcenia pracowników w ocenie pracodawców. In E. Kryńska (Sci. ed.), *Instrumenty wspierające kształcenie ustawiczne pracowników. Regulacje i ich wykorzystanie w podmiotach gospodarczych* (pp. 109–138). Warszawa: IPiSS.

Subocz, D. (2012). GeertHofstede – praktyczne zastosowanie kultur narodowych. *Annales Universitatis Marie Curie-Skłodowska*, Lublin, XXV, 42–43.

Sułkowski, Ł. (2002a). *Procesy kulturowe w organizacjach. Koncepcja, badania i typologia kultur organizacyjnych* (p. 47), Toruń-Łódź: TNOiK.

Sułkowski, Ł. (2002b). *Kulturowa zmienność organizacji* (p. 67), Warszawa: PWE.

Sułkowski, Ł. (2012). *Kulturowe procesy zarządzania* (pp. 103–105). Warszawa: Difin.

Varner, I., & Beamer L. (2010). *Intercultural Communication in the Global Workplace.* New York: McGraw-Hill.

Williams, R. (1981). *Culture* (pp. 10–11). London: Fontana.

Zbiegień-Maciąg L. (2008). *Kultura w organizacji. Identyfikacja kultur znanych firm* (pp. 33–37). Warszawa: Wydawnictwo Naukowe PWN.

Żarczyńska-Dobiesz, A. (2008). *Adaptacja nowego pracownika do pracy w przedsiębiorstwie.* Warszawa: Wolters Kluwer Polska.