

Leśniewski Michał Adam, **The Cultural competitiveness of Enterprises in the Positive Potential of the Organization, the synergetic-complementary system of business entities**, in: SRPSKO RAZVOJNO UDRUŽENJE Međunarodni naučni zbornik Pravo Ekonomija Menadžment I., Urednik Dr.h.c. JUDr. Ing. Vlastimil Vicen, PhD., Bački Petrovac 2016, Srbija, pp. 166-175. ISBN 978-86-80394-06-0.

THE CULTURAL COMPETITIVENESS OF ENTERPRISES IN THE POSITIVE POTENTIAL OF THE ORGANIZATION, THE SYNERGETIC-COMPLEMENTARY SYSTEM OF BUSINESS ENTITIES

Leśniewski Michał Adam

Summary

The competitiveness constitutes the basis of functioning, of every organization subjected to laws of the market and may take various forms such as: the financial competitiveness, the location competitiveness, the competitiveness of the confidence or the cultural competitiveness, etc. The cultural competitiveness is becoming a part of a concept of Positive Potential of the Organization. The organizational culture, along with the organizational climate is a common denominator of the positive potential of the organization and the cultural competitiveness. The aim of this study is to present the cultural competitiveness of enterprises in the positive potential of the organization. The thesis of the study is that the cultural competitiveness together with the positive potential of the organization create the synergetic-complementary system. This study is a result of a research on the subject literature made by the author.

Keywords: cultural competitiveness of enterprises, positive potential of the organization, model of the positive cultural competitiveness of enterprises

Introduction

The competitiveness constitutes the basis of functioning, of every organization subjected to laws of the market and may take numerous forms such as: the financial competitiveness, the location competitiveness, the competitiveness of the confidence or the cultural competitiveness. In order to be effective and efficient (Dziekański p. 446-464), competitiveness must be associated with a particular aspect of the development of the business entity. The cultural competitiveness, i.e. connecting the competitiveness with the organizational culture is an example of such an occurrence. The cultural competitiveness is consistent with the concept of the Positive Potential of the Organization (Peterson, Seligman,

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2003) because the organizational culture and the organizational climate constitute the basis for creating the positive potential and the cultural competitiveness. The competitiveness, the organizational culture along with the positive potential of the organization form the synergetic-complementary system of development of the organizations (enterprises). This system provides a certain concept of the business management in a changing environment in the global economy.

In the light of permanent changes which take place in enterprises, more and more attention is being paid to immaterial resources and the positive potential of the organization. It results in the fact that, among others, management studies and the economic practice are focused on the soft management in which, the organizational culture takes the leading place (Wachowiak 2009). Due to the fact that, on the one hand we very often hear about the soft management, the cultural competitiveness or the soft competitiveness, on the other hand there are still people who do not recognize these areas and are not aware of their meaning in the process of changes, it has been decided to devote this study to the cultural competitiveness of enterprises. Either the practitioner or the theoretician of management studies should be accompanied by a system oriented thinking i.e. connecting one thing with another which as a consequence contributes to the synergetic-complementary effect. The cultural competitiveness, which combines the competitiveness and the organizational culture into one integral whole in the enterprise, is an example of the synergetic-complementary system.

The aim of the study is to present the cultural competitiveness of enterprises in the positive potential of the organization. An accepted theory of this study is that the cultural competitiveness along with the positive potential of the organization form the synergetic-complementary system. This project is a result of a research on the subject literature made by the author.

The competitiveness of business entities - an outline of the problem

The term competitiveness is very often understood as a trademark of an enterprise meaning the ability to compete or cooperate with other market participants. In the competitive rivalry we are dealing with the win – loss strategy of market participants, however in the competitiveness of the cooperation we are dealing with the "comparatively equal" strategy

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sharing benefits and losses of market participants. Clusters and strategic alliances can be examples of the competitiveness of the cooperation. The competitiveness of a company is its ability to efficiently achieve its goals on the market arena of competition (Stankiewicz, 2005, p. 36). The competitiveness of the enterprise is its attribute, which expresses its ability to compete with other entities through acquisition, configuration and using resources in achieving objectives (Urbanowska-Sojkin 2004, p. 45). The competitiveness has a relative nature of comparative properties which means that the attributes of an entity, whose competitiveness is analyzed, are compared to the characteristics of another entity (Konecki 2002, p. 48; Dzikowska, Gorynia 2012, p. 1-30; Leśniewski 2014, p. 58). The competitiveness is a *complex* term i.e. comprised of many various factors (elements), i.e. "soft" factors (e.g. the organizational culture, motivation (Cyfert, Kraśniak, Krzakiewicz, p. 12-14), confidence, competence (Kozina 2014, p. 69-81) , etc.), "hard „factors (finances (Dziekański 2012, p. 229-242), strategy, organizational structure, etc.), *interdisciplinary* - considered in various fields of science, *theoretical* - described in different publications of a scientific nature, *practical* - functioning in practice of economic organization subjected to the laws of the market (e.g. enterprises), *model* - shown in the form of different relations between factors creating the competitiveness, *the resource* - connected with different reserves held by the organization (the competitiveness of resources). The competitiveness is a matter of interest of not only the world of science, but also the economic practice, or business activity of various organizations participating in the market economy. Every organization seeking to be adapted to the environment must develop its competitiveness, that is create and then shape factors which in a certain time period will enable the organization to achieve a competitive capacity. Every competitive capacity is conditioned by the competitiveness (Leśniewski 2014, p. 64; Dean's 2012, p. 387-403; Dziekański 2011, p. 154-168).

The organizational culture – an outline of the problem

The organizational culture (Sułkowski, 2012; Stańczyk, 2008) is very often recognized as a key success factor. It shapes the identity and the image, creates the symbolism of the organization, impacts the forming of relationships inside the organization, and sets a common course of its most important activities. It affects history, strategic management, management

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style, formal and informal aspects of government, determines the system of motivation, reward, control and evaluation of employees. The most effective enterprises are characterized by a strong organizational culture. They exploit the potential of employees, their qualifications, abilities, willingness to change and learn, and extort from managers high quality management. The concern for disseminating values, norms or ideals in the organization contributes to the effective involvement of employees, their satisfaction, and thus, the success of the organization. The organizational culture merges, unites, reduces uncertainty, stabilizes and facilitates the search for ways to solve problems, paves the way to reach the objective (Nogalski, Szpitter 2012, p. 226). The organizational culture is an intangible good of enterprises which plays an increasingly central role in achieving a competitive advantage (the cultural competitive advantage). By analyzing the definitions of the organizational culture it is possible to distinguish assumptions used by the researchers to create definitions of this phenomenon, namely (Zbiegień-Maciąg 2002, p. 222):

1. Culture is not something what the organization has, but something what the organization is,
2. Culture exists in the organization, the organization simply has a culture
3. Culture is treated exclusively as a concept, not as a thing. The thing can be discovered and the truth about it can be easily determined by empirical examinations, the thing exists or does not exist. Whereas notions are created in human thoughts, people give them a meaning
4. The organizational culture depends on, whether it relates to a method, or a way of thinking
5. The organizational culture is defined in terms of evaluating or characterizing
6. The organizational culture is treated as an attribute, not as a metaphor.

Positive Potential of the Organization – an outline of the problem

The importance of positive factors in shaping the organization's success stems from the fact that they promote the development of employees' potential, enrich their individual capabilities, as well as allow them to create innovative solutions and achieve superior results (individually and in a team). Creative processes in the organization are in fact conditioned by

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experiencing positive emotions by employees which stimulate and motivate their search for excellence, encourage to reach for above average results and to broaden the horizons of thinking and creative experimenting. Achieving above average results of the work contributes to the realization of personal objectives and aspirations of employees, and simultaneously becomes a catalyst for the development of the entire organization (Roberts 2007, p. 29). As a result, a so-called “positive spiral” is created in the organization: positive emotions support employees’ positive energy which results in a commitment that increases the effectiveness of the entire organization, and in turn induces positive emotions felt by the employees (Fredrickson 2003, p. 163-173). The positive potential enriches individual possibilities of members of the organization, allows them to create novel solutions and achieve above average results, which in the end contributes to both the realization of personal purposes and aspiration of employees, and to the development of the entire organization. The occurrence of creative processes in the organization is conditioned by experiencing positive emotions by employees in their workplace. These are emotions that motivate to achieve excellence and extraordinary results and contribute to broadening the horizons of thinking and creative experimenting (Haffer, Glińska-Neweś, 2013). In the Positive Potential of the Organization (abbreviation of the name: PPO) one strives to emphasize the processes which contribute to superior results and positive effects at the level of individuals, groups and organizations.

The Positive Cultural Competitiveness of Enterprises – a model presentation

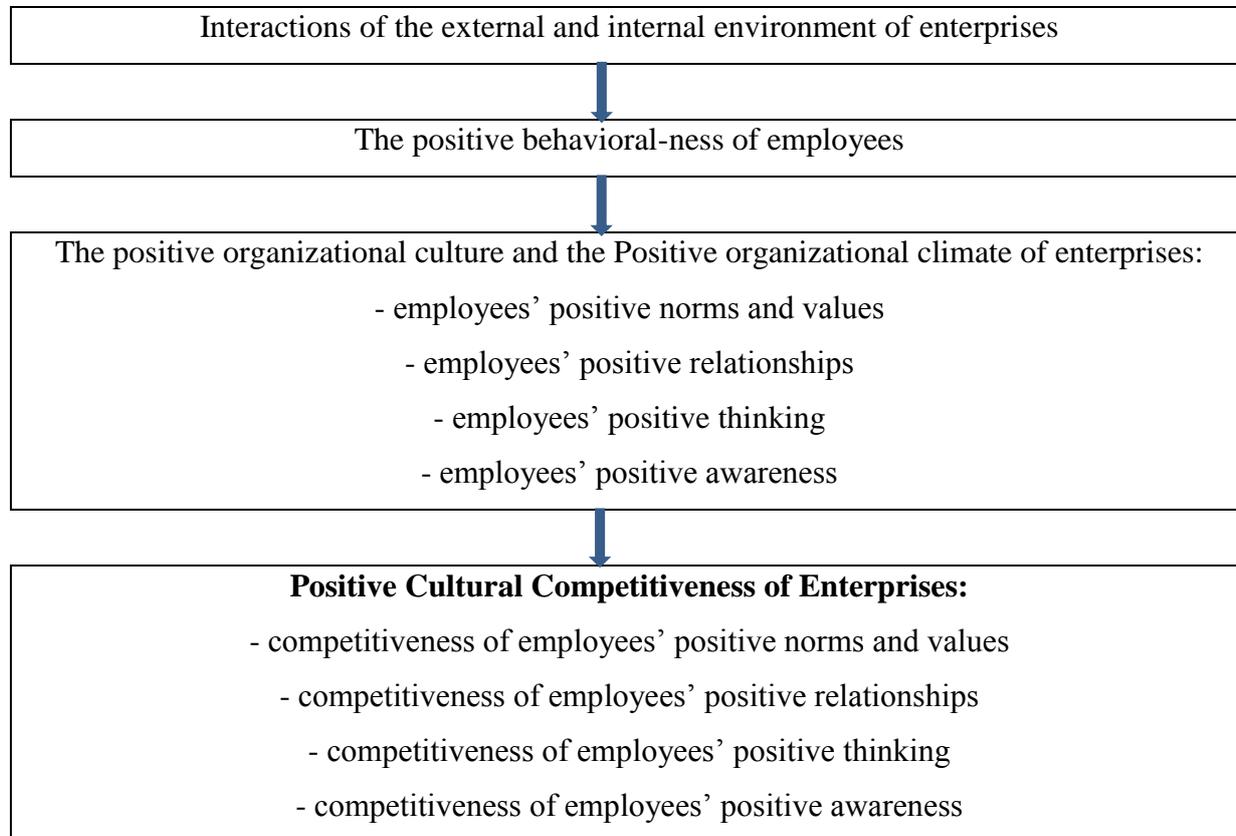
The Positive Potential of the Organization (Zbierowski, 2012) created on the ground of positive psychology provides a strong foundation for the cultural competitiveness, where the organizational culture is a factor of the soft competitiveness (Leśniewski, 2015). The cultural competitiveness is a kind of the competitiveness, written into the structure of the soft competitiveness. For the Positive Potential of the Organization and the cultural competitiveness, the organizational culture with its positive characteristics is a key focus of the development (e.g. trust, the respect for the others, cooperation, welfare, etc.) that is a positive organizational culture (the opposite of the positive organizational culture is the negative organizational culture which is based on: conflicts lack of confidence, reluctance to cooperate, creating negative relationships between employees or between organizations,

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creating numerous barriers, limitations, etc.). Picture number one presents a model of the Positive Cultural Competitiveness of Enterprises (abbreviation of the name of the model: PCCE).

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Picture 1 Model of the Positive Cultural Competitiveness of Enterprises



Source: author's own study

The model of the Positive Cultural Competitiveness of Enterprises (PCCE) bases its functioning on mutual interactions between *the external and internal environment of enterprises*. The organization is treated as an open system, where the internal environment is shaped by the external environment (the internal environment of the organization affects only the development of the closer external environment (in other words: the competitive environment, microenvironment), however the internal environment has no influence on the more distant external environment (in other words: macro environment). These arguments are based on the theory of systemic organization. It is understandable and logical, that new concepts or management methods created in one organization (internal environment of the organization) are gradually permeating to other organizations located in the external environment. Organizations cannot function with no interaction between the external and internal environment. Another aspect of this model is *a positive behavioral-ness of employees*, i.e. such a behavior that is heading towards the welfare and development of the individual (employees) and the entire organization. The positive behavioral-ness is manifested, inter alia,

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in the form of creating the relations of cooperation, mutual respect of employees, giving employees confidence, etc. Employees positive behavior towards each other and the entire organization is supposed to head towards the positive organizational culture and the positive organizational climate (there are two basic approaches to the problem of employees' behavioral-ness, organizational culture and organizational climate, i.e. on one hand, the behavioral-ness of employees generates the culture and the organizational climate, however on the other the culture and the organizational climate generate behavioral-ness of employees. The author of the study adopted the first approach. Another aspect of the model PCCE is *the positive organizational culture* as a set of positive norms and values that integrate employees towards the development of the organization, however *the positive organizational climate* is a subjective feeling of positive emotional states associated with the place of employment (every employee can sense the emotional states with varying degrees of intensity, e.g. one employee may be more satisfied with the work and the other employee will be less satisfied with the work etc. However each of these employees will feel satisfaction) e.g. employees derive from their work: contentment, satisfaction, they feel that they are needed and valued. In this model ,apart from the norms and values of employees, there are other development factors of the positive organizational culture and the positive organizational climate: employees' positive relationships (creating positive relationships between other people), employees' positive thinking (it is ,among others, a positive way of perceiving changes of reality that take place among people), employees' positive awareness (it is ,among others, having knowledge about something, being aware of something). The last element of the presented model is *the positive cultural competitiveness* which manifests itself in the fact that the enterprise competes in the market through the cultural competitiveness which has positive features that form it. The very issue of the cultural competitiveness in the synthetic presentation is quite general, however in the analytical view it is possible to distinguish in it: the competitiveness of employees' positive norms and values (we compete in the market through: employees' positive norms and values), the competitiveness of employees' positive relationships (we compete in the market through: employees' positive relationships which are supposed to manifest itself in creating relations with other organizations), the competitiveness of employees' positive thinking (we compete in the market through: employees' positive thinking which manifests itself in the form of: creating concepts, decision making processes, everything that can be counted as the

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process of thinking), the competitiveness of employees' positive awareness (we compete in the market through: employees' positive awareness, i.e. being aware of what we are doing and what the consequences may be, having the knowledge about somebody or something). The problem of the Positive Cultural Competitiveness of Enterprises constitutes the author's concept of combining several areas of business that includes, among others: behavioral-ness of employees, the organizational culture, the organizational climate, the competitiveness. The model PCCE represents the author's view of connecting such areas of development of enterprises that will contribute to generate the positive cultural competitiveness. The legitimacy of creating this model results from the fact that the managerial staff will be able to use this model in the process (Romanowska, Trotsky 2004) of the soft management (the model PCCE can be used by the managerial staff which prefers soft managing of the enterprise. Beside the soft management there exists hard management of the enterprise). The concept as well as the usefulness of the model PCCE in the soft management constitutes the "grain" of contribution to the development of management studies and the economic practice of enterprises.

Summary

The cultural competitiveness is one of ideas, of concepts resulting from connecting the problem of the competitiveness, the organizational culture and the positive potential of the organization. The PPO concept enables to stimulate human creativity and generate new ideas or solutions not only on the basis of science, but also the economic practice. Combining together different aspects of business into one fits in with the systemic approach of synergetic-complementary character. The actions and synergetic-complementary effects form the foundation of the efficiency and effectiveness of business management.

The model of the Positive Cultural Competitiveness of Enterprises is the author's original idea which aim is to generate managerial solutions in the area of the soft management. The author finds this model as a so-called "small pebble" of contribution to the development of the competitiveness of businesses towards the soft competitiveness. Apart from the efficiency and the effectiveness it is possible to perceive this model also as an image of the humanist enterprise (Kostera, 2015, p. 53-61) which manifests itself, among others,

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through such components as: the cultural and organizational climate or the positive behavioral-ness of employees, etc. This model can enrich practical managerial ground of enterprises and other organizations, where the soft management or the soft competitiveness is welcome. The problem of the positive cultural competitiveness applies not only to enterprises being an essence of this study, but also to other organizations subjected to the laws of the market (competition laws). Let this study be a monograph on further discussion concerning directions of the development of the competitiveness.

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