

Abstract

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The organizational culture of an entity consists of several layers that collectively form a whole specific framework of a given organization. It is being continuously shaped and becomes the result of certain compromises that are being developed based on the operating principles, specific nature of an entity, and its members who bring in their distinct cultures and influence the organization, thus affecting its own culture. Business environment also constitutes the factor, which forces the organization to change and adapt to ever-changing conditions and turbulent economic times. The artifacts are the most visible element of the organizational culture, which is noticed first by an observer upon their initial contact with the organization. The present doctoral thesis touches upon behavioral artifacts.

The main aim of this work is to develop a model of behavioral artifacts in organizational culture desired from the perspective of lecturers working in economic-profile higher education institutions in Poland. Achieving this goal required, among other things, an analysis of the subject literature to confirm, on theoretical grounds, what behavioral artifacts are as well as what is their role and significance in the context of an organization's culture. Grounding the research in economic-profile organizational units of universities led to an exploration of the history of higher education development in Europe and the current legal conditions for the functioning of higher education institutions in Poland. Furthermore, an attempt was made to systematize and understand the role and mission of universities in modern society, and the current state of higher education in Poland was presented based on official statistics. In the latter part of the work, the current state of knowledge on behavioral artifacts of organizational culture is presented, and an attempt is made to identify and systematize behavioral artifacts using the example of economic-profile units of universities in Poland.

The research was conducted in three organizational units of higher education institutions with an economic profile: the Institute of Management at the Cracow University of Economics, the Faculty of Economic Sciences at the Academy of Applied Sciences in Nowy Sącz, and the Faculty of Social Sciences at the Business School-National Louis University in Nowy Sącz. The analysis allowed for the identification of five areas of activity for academic teachers: teaching, research, organizational matters, administrative work, and interpersonal relationships. Based on this division, a model of behavioral artifacts was developed.

The collected research material enabled the development of both the actual and desired models of behavioral artifacts for each of the studied units. The discrepancies identified between the actual and desired models were addressed by proposing directions for corrective actions. Both the research findings and the developed tool can support university authorities in managing their organization.