



STYLE OF MANAGEMENT AND CHOSEN SENTIMENTS AND ATTITUDES AMONG EMPLOYEES OF SCIENTIFIC ORGANIZATIONS



STYLE OF MANAGEMENT AND CHOSEN SENTIMENTS AND ATTITUDES AMONG EMPLOYEES OF SCIENTIFIC ORGANIZATIONS

Prof. Agnieszka Izabela Baruk
Łódź University of Technology, Poland
e-mail: agnieszka.baruk@poczta.onet.pl
DOI: 10.14611/minib.16.02.2015.10



Summary

The article presents issues associated with the style of management applied in scientific organizations in the context of sentiments and attitudes of employees. Attention is drawn particularly to the relations between the style of management perceived by employees and the level of their perceived contentedness and the perceived level of satisfaction, as well as between the perceived style of management and attitude reflecting their readiness to recommend an organization as an employer. The application of the method of statistical analysis, namely, the analysis of correspondence allowed drawing the conclusion that there are statistically important relations between the variables. These relations are comparably strongest in case of the perceived style of management and the level of satisfaction. Thus, it can be concluded that applying democratic style to employees favours stimulating their satisfaction and contentedness and at the same time contributes to assuming an open attitude characterized by the readiness to recommend an organization as a workplace and thus co-create its positive image.

Keywords: management style, employee, scientific organization, contentedness, satisfaction, recommending an employer

Introduction

Every member of an organization participates in a series of relations of formal and informal character. The subjective assessment of these relations and their relative significance for a particular person reflect the way the person perceives both the general work environment¹, and the work environment in the closest surroundings of the employee. The employee of a scientific organization is a member of a particular organizational unit (institute, department etc.) and a particular research team, which has the same members as a particular unit, or such a team may be independent in character from the formal organizational structure. Participating at the same time in two above-mentioned relational setups a person may play the role of both, among others, a subordinate, a superior etc. (in terms of formal relations), as well as the role of a colleague, mentor etc. (in terms of informal relations).

The role which has an exceptionally important influence on the character, scope and manner of perception of all relations and thus on the work environment is the role of the superior² played within a formal vertical relation linking him or her with the subordinates. What plays a particularly big role in every organization is the role of the direct superior, which is associated, among others, with his or hers frequent personal contacts with employees³. The manner of implementation of tasks associated with this role creates not only the closest work environment of a particular employee, but also influences his perception of the general work environment in a particular organization⁴. For this reason the direct superior bears an exceptionally big responsibility, as the effects of his decisions affect also the attitude of an employee to the organization as such, influencing his subjective assessment of the degree and extent to which his perceived needs are satisfied⁵. This responsibility is even comparably higher in scientific organizations, which is associated with the multidimensional character of professional challenges faced by employees of these organizations (associated with scientific, research, organizational, educational development, etc.).

One of the main elements influencing the relation of a direct superior with employees is the style of management he applies⁶. It may fully comply with the style of management of the top management of a particular organization, or it may be the effect of a person's own interpretation of the

role of a superior. Obviously, the superior doesn't enjoy full freedom of individually building his style of management, as he has to take into consideration the limitations associated with, for example, procedures of conduct defined by the top management. However, in relations with employees he can apply certain own solutions. Working out such solutions is important as it makes it possible to create a unique relational setup⁷ supporting joint effort of achieving the goals of a particular team. In such case its members feel the contentedness and satisfaction from co-creating the image of a particular organization⁸ through active participation in the process of recommending the organization as an attractive workplace.

Creating such a setup makes it necessary for a superior to be an authentic leader and mentor for his subordinates⁹. However, achieving this is impossible in a situation where the superior plays above all the role of an administrator and/or a supervisor¹⁰. Individual style of management evoking positive emotions among the subordinates should fit in the framework of the democratic style, even if in a particular organization, at higher levels of management the applied style is closer to autocracy. In theory, such a problem shouldn't exist in scientific organizations due to their characteristics associated with, among others, the rule of free thinking and flexibility of action. However, in practice autocracy often dominates over the democratic approach. It is necessary to remember that the democratic style, as opposed to other styles of management, favours satisfying the employees' professional and personal needs and thus it fits in the marketing approach¹¹. It is actually possible to conclude that personal marketing can be successfully implemented only in case the democratic style is applied. Obviously, some of the decisions made by the superiors, including direct superiors, in scientific organizations should be consulted with the subordinates, due to the decisions' character (this concerns, among others, some typically administrative decisions). The nature of scientific, research and educational projects makes participation in problem solving and the feeling of influence on decision-making exceptionally important in the long term. It is necessary to emphasize that what plays a particularly significant role here is employees' subjective assessment of the style of management applied to them, as they are the recipients of particular actions and decisions, or even their co-creators in the area of, among others, shaping the image of a particular organization¹².

Taking into consideration the presented deliberations it is possible to ask the question about the significance of the style of management perceived by the employees, from the point of view of their contentedness and satisfaction¹³ and their readiness to recommend a particular scientific organization as an attractive workplace. Identifying the strength of the relationship between the mentioned variables is the basic research goal of this article. In the process of research conducted for the purpose of this paper the following research theses were investigated:

- H1 — there is a relationship between the perceived style of management and the level of contentedness felt by the employees;
- H2 — there is a relationship between the perceived style of management and the level of satisfaction felt by the employees;
- H3 — there is a relationship between the perceived style of management and the employees' readiness to recommend a scientific organization as an employer.

General characteristics of empirical research

In order to achieve the above-mentioned goal and thus verify the research theses, empirical research was carried out in 2014. Questionnaires were used to collect raw data¹⁴. The survey covered 500 people¹⁵ representing current employees of scientific organizations (mainly public universities) located in Poland. Later raw data was subject to statistical analysis - the method of analysis of correspondence was applied. Its goal is to identify closer relations between at least two categories of variables represented by questions submitted to the respondents. The key element of correspondence analysis is the creation of a multidimensional map of output data (the so-called contingency table), which reflect the frequency of respondents' answers with regard to the analysed categories. Next, contingency tables are analysed by means of chi-square test of independence¹⁶, where statistics showing the strength of relationship between qualitative variables are determined.

The application of the method of correspondence analysis also makes it possible to visualize spatially the relationships between categories on one-

dimensional and multidimensional axes. Such visualization makes it possible to build a model on the basis of mutual arrangement of neighbouring points which represent the analysed categories. The analysis of statistics and charts generated by means of this method gives ground for making conclusions about the relationships between categories of two variables. In this analysis it is assumed that the variable (in this article the level of contentedness, level of satisfaction from work and readiness to recommend the employer) with regard to which relationships with other features are investigated always constitutes a column variable. Statistical analysis of raw data was carried out based on the method of correspondence analysis, using Statistica 8.0 package.

The style of management perceived by the respondents and the level of their contentedness

The results of empirical research show that most respondents were at least rather satisfied (table 1), at the same time 17.65% of all respondents felt very high satisfaction and less than every hundredth respondent was very unhappy, a total of 18.45% of respondents expressed dissatisfaction. This was a slightly higher share than the percentage of highly satisfied respondents. According to every third employee, the management style applied by their direct superior can be described as partially democratic¹⁷. A total of 56.86% of the respondents recognized it as at least partially democratic. At the same time, according to the remaining respondents it was to smaller, or greater extent autocratic. Even though comparably smallest portion of the respondents described the style of management as completely autocratic, still every fifth respondent gave such an answer. It is also possible to note that the percentage was close to the combined share of people expressing smaller, or greater dissatisfaction with the relationships in a particular organization. This gives rise to the question whether this is just a coincidence, or whether there is a correlation between the perceived style of management and the level of contentedness.

It turns out that this correlation is statistically significant ($p = 0,0139$). The combined value of chi-square amounting to 33.6592 suggests that satisfaction, or lack thereof is a factor closely related to the style of management in an organization. Thus, H1 hypothesis is true.

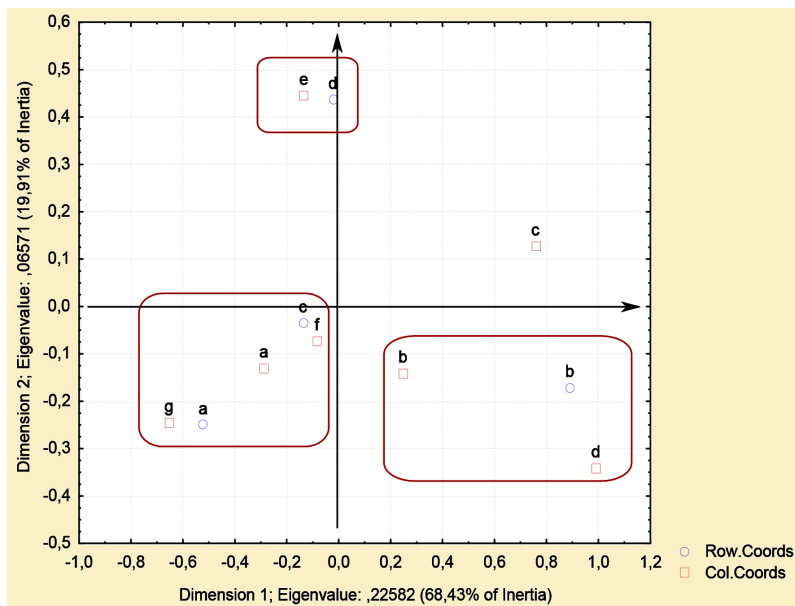
Table 1. Level of the respondents' contentedness and their perception of the style of management

Row variable: question 31 (4); Column variable: question 1 (7)								
Answers	e	g	d	c	b	f	a	Total
b	1.96	0.00	4.90	4.90	1.96	5.88	0.00	19.61
c	5.88	5.88	0.98	2.94	2.94	13.73	0.98	33.33
d	8.82	2.94	0.98	2.94	0.98	6.86	0.00	23.53
a	3.92	8.82	0.98	0.00	0.98	8.82	0.00	23.53
Total	20.59	17.65	7.84	10.78	6.86	35.29	0.98	100.00

Where: for column variable concerning the level of contentedness — a) very dissatisfied, b) moderately dissatisfied, c) slightly dissatisfied, d) I don't care where I work e) rather satisfied, f) moderately satisfied, g) very satisfied;
for row variable concerning the perceived style of management — a) fully democratic, b) fully autocratic, c) partially democratic, d) partially autocratic

Source: Own materials prepared on the basis of the results of conducted research.

Picture 1. "Level of felt contentedness — perceived style of management"



Row variable: question 31 (4)

Column variable: question 1 (7)

Own values: 0.2258; 0.0657; 0.0385

Combined chi-square = 33.6592; df = 18; p = 0.0139

Source: Own materials on the basis of the results of conducted research.

As picture 1 shows, considering both analysed variables, it is possible to distinguish three groups of respondents:

- 1) people who are rather satisfied ("e" from question 1) assessing the style of management as partially autocratic ("d" from question 31);
- 2) people who are moderately dissatisfied and are unable to assess the level of their satisfaction ("b" and "d" from question 1) assessing the style of management as fully autocratic ("b" from question 31);
- 3) people who are very dissatisfied, moderately satisfied and very satisfied ("a", "f" and "g" from question 1) assessing the style of management as fully, or partially democratic ("a" and "c" from question 31).

The first of the mentioned groups is characterized by comparably highest uniformity, even though its internal structure suggests that certain elements of autocracy don't evoke dissatisfaction, but actually make employees satisfied. At the same time, the third group is characterized by lowest uniformity. Its internal structure shows that the democratic style evokes extreme, often actually opposite emotions. Moreover, taking into consideration the fact that the point representing people who are rather dissatisfied didn't belong to any group distinguished in the model, it is possible to conclude that the feeling of dissatisfaction is determined also by factors other than the perceived style of management, which play a greater role than in case of evoking the feeling of satisfaction.

Further, taking into consideration the strength of mutual relations, it is possible to conclude that their are comparably the weakest in case of the second group, which is shown by comparably biggest distances between the points creating in on the model. The smallest distances between two pairs of points belonging to the third group suggest there are strongest correlations between the highest level of satisfaction and perceiving the style of management as fully democratic and between the moderate level of satisfaction and assessing the style of management as partially democratic. Comparably, much greater distances between the remaining points, especially those forming the second group, suggest lower intensity of the correlation between the remaining variables, including the relation between moderate level of dissatisfaction and the style assessed as fully autocratic. Thus, it is possible to draw a conclusion

that thanks to the application of democratic style it is easier to evoke satisfaction among employees, than to evoke dissatisfaction by applying autocratic style, however, as has been shown there are also statistically significant correlations between these variables.

The style of management perceived by the respondents and their level of satisfaction

Apart from the level of felt contentedness, a reflection of the degree to which the expectations of employees are satisfied is the level of their satisfaction associated with work in a particular organization, especially in a particular research team. Thus, if there are statistically significant correlations between the level of perceived contentedness and perceived style of management, what comes up is the question whether correlations exist also in case of felt satisfaction.

As the conducted research shows, over 1/5 of the respondents didn't feel satisfaction from work at a particular organization (table 2). Thus, it was a slightly higher percentage of people than in case of dissatisfied people. Moreover, an almost three times greater share of respondents felt complete lack of satisfaction, compared to the share of very dissatisfied respondents. This is also caused by the fact that contentedness, or lack thereof results from circumstances other than professional activities, but satisfaction is closely associated with the character of professional activity. This constitutes a confirmation of the uniqueness of the two discussed categories, which cannot be treated as synonyms. A total of 61.17% of the surveyed felt full, or partial satisfaction. This was a percentage close to the share of people regarding the style of management as partially, or completely democratic. Moreover, in total, a very similar share of respondents didn't feel satisfaction, in comparison with people who assessed the style of management applied to them as fully autocratic.

It turns out that this is not a random convergence. As analysis shows, the relation is statistically significant ($p = 0,0003$). Thus, it is possible to conclude that H2 hypothesis is real. Moreover, it is even stronger than the previously analysed relationship, which is shown by higher value of chi-square amounting to 36.2766.

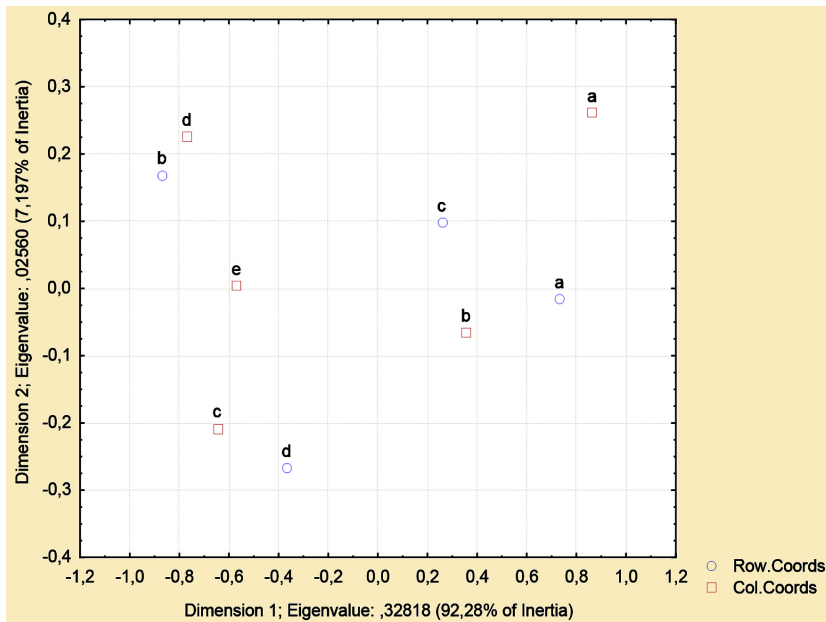
Table 2. The level of respondents' satisfaction and their perception of the style of management.

Row variable: question 31 (4); Column variable: question 4 (5)						
Answers	d	b	e	c	a	Total
b	8.82	3.92	0.98	5.88	0.00	19.61
c	4.90	19.61	0.98	2.94	4.90	33.33
d	4.90	10.78	0.98	6.86	0.00	23.53
a	0.00	17.65	0.00	0.98	4.90	23.53
Total	18.63	51.96	2.94	16.67	9.80	100.00

Where: for column variable concerning the level of satisfaction — a) fully satisfying and allowing self-fulfilment
 b) quite satisfying, c) indifferent d) rather unsatisfying, e) completely unsatisfying;
 for row variable concerning the perceived style of management — a) fully democratic, b) fully autocratic,
 c) partially democratic, d) partially autocratic

Source: Own materials prepared on the basis of research results.

Picture 2. "Level of felt satisfaction — perceived style of management" model



Row variable: question 31 (4)
 Column variable: question. 4 (5)
 Own values: 0.3282; 0.0256; 0.0019
 Chi-square total = 36.2766; df = 12; p = 0.0003

Source: Own materials prepared on the basis of research results.

Analyzing the distribution of points on the model presented on picture 2, it is possible to clearly identify a division into two parts. On the right side there are points representing people who are either completely, or quite satisfied ("a" and "b" from question 4) assessing the style of management as completely, or partially democratic ("a" and "c" from question 31). At the same time, on the left side of the structure there are points reflecting people who can't define their level of satisfaction, as well as people who are more or less unsatisfied. ("c", "d" and "e" from question 4) assessing the style of management as completely, or partially autocratic ("b" and "d" from question 31). Thus, the structure is polarized according to the way the style of management is assessed. It is worth noting here that comparably smaller distances can be found between points representing people who see mostly the elements of autocracy in the style of management and who feel no satisfaction, or feel indifference (left part of the structure), than between points referring to people who are satisfied and who regard the style of management as characterized mostly by democratic elements. On this basis it is possible to draw a conclusion that applying the autocratic style it is easier to lower the level of satisfaction than to raise it by applying the democratic style. This is a clear difference in comparison with the character of relations existing in case of the level of contentedness.

The style of management perceived by the respondents and their readiness to recommend an organization as an employer

It is possible to make an assumption that, considering the fact that between the perceived style of management and the level of contentedness and between the perceived style of management and level of satisfaction there are statistically significant relationships, such a relationship also exists between the perceived style of management and the readiness to recommend a scientific organization as an employer. As table 3 shows, even though the smallest percentage of respondents flatly advised against taking up work at a particular organization, still a total of 26.47% of people advised against such a move. Thus, more than every fourth respondent not only didn't contribute to building a positive external image of an organization as an employer, but actually generated a negative image of the organization. It is worth pointing out here that it was a greater percentage than the total percentage of non-

contented people and greater percentage than the total share of unsatisfied people. It also didn't correspond to the share of people describing the style of management as partially, or fully autocratic, compared to which it was smaller. This gives rise to the question whether there really is a statistically significant relationship between the readiness to recommend an organization as an employer and the perceived style of management.

Nevertheless, it turns out that such a relationship does exist ($p = 0.0014$). Thus the H3 hypothesis is true. However, the identified relationship is comparably weaker than in case of both earlier analyzed relationships, which is suggested by the lower total value of chi-square, which in this case amounts to 27.0949.

Table 3. Readiness of the respondents to recommend their organization as an employer and their perception of the style of management

Row variable: question 31 (4); Column variable: question 19 (4)					
Answers	b	d	a	c	Total
b	8.82	2.94	0.98	6.86	19.61
c	13.73	0.98	7.84	10.78	33.33
d	15.69	2.94	2.94	1.96	23.53
a	13.73	0.00	9.80	0.00	23.53
Total	51.96	6.86	21.57	19.61	100.00

Where: for column variable concerning the readiness to recommend an organization as a workplace —

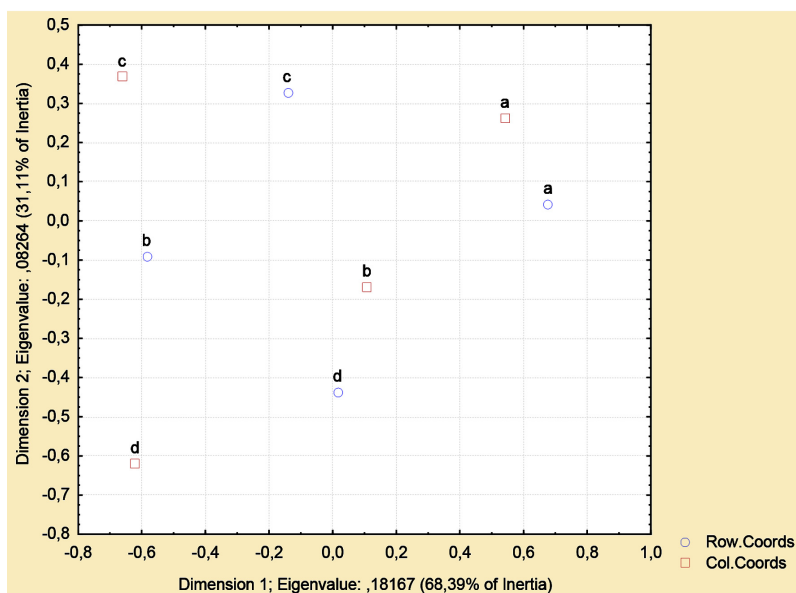
- a) I definitely recommend, b) I moderately recommend, c) I moderately advise against, d) I definitely advise against;
for row variable concerning the perceived style of management — a) fully democratic, b) fully autocratic,
c) partially democratic, d) partially autocratic

Source: Own materials prepared on the basis of research results.

Similarly as in case of the relationship between the perceived style of management and the level of satisfaction, also here we can see a clear polarization of the structure into two parts (picture 3). The structure is polarized and divided into the part to the right of axes of ordinates, in which points representing people recommending work in their organization in a more, or less enthusiastic way ("a" and "b" from question 19) assessing the style of management as fully democratic, or partially autocratic ("a" and "d" from question 31) and the part located to the left

of the axis, in which there are points reflecting people advising more, or less strongly against working for a particular organization ("c" and "d" from question 19) defining the style of management as completely autocratic, or partially democratic ("b" and "c" from question 31), which is relatively worse than in case of the right part. Analysing the distances between points on the model it is possible to notice that comparably shortest distances can be found between points representing people who strongly recommend an organization as an employer and describing the style of management as completely democratic. This suggests there are comparably stronger ties between the application of a fully democratic style and the readiness to actively recommend an employer than between applying a fully autocratic style and actively advising against starting work for a particular organization (the distance between the representing points is much greater). It is worth emphasizing here that applying a partially autocratic style doesn't make employees advise against their employer, however, in this case respondents were less eager to recommend their organization as an employer.

Picture 3. "Readiness to recommend an organization as an employer — the perceived style of management" model



Row variable: question 31 (4)

Column variable: question 19 (4)

Own values: 0.1817; 0.0826; 0.0013

Chi-square total = 27.0949; df = 9; p = 0.0014

Source: own materials prepared on the basis of the results of conducted research.

Thus, it is possible to conclude that evoking among the employees the readiness to actively recommend an employer requires applying to them a fully democratic style, especially that it favoured evoking the highest level of satisfaction and the highest level of satisfaction among the respondents, playing an exceptional role in the process of shaping this feeling among the respondents.

Conclusions

On the basis of analysis it is possible to conclude that there are statistically significant relationships between the level of contentedness and the level of satisfaction of employees of scientific organizations and the perceived style of management applied by the superiors. This means that hypotheses H1 and H2 are true. Such relationships exist also in case of the perceived style of management and the readiness to recommend a particular organization as an employer (which means hypothesis H3 is also true), even though they are characterized by comparably smaller strength than mutual relations between employees' feelings and the style of management. However, this doesn't change the fact that an approach to employees which involves the way of building formal and informal relations by the superior may have a positive, or negative influence both on the feelings of superiors and their attitudes and behaviours, which bring results affecting the whole organization.

Certainly, the application of the democratic style brings positive effects, as it evokes positive emotions among the employees and encourages them this way to build the organization's positive external image and thus to building its general positive image. This is particularly apparent in case of feelings associated with contentedness, which may be associated with the characteristics of these feelings which reflect interpersonal relations in which a particular person participates. In case of satisfaction it was clearly visible that applying autocratic style contributes more to lowering the level of this feeling than applying democratic style contributes to raising its level. The relationship between the level of satisfaction and the style of management turned out to be comparably strongest, which is confirmed by high value of the chi-square total. To sum it up, it is possible to conclude

that evoking the feelings of contentedness and satisfaction and evoking the willingness to recommend a particular scientific organization requires from the superiors, especially direct superiors, the application of democratic style to their subordinates.

References

- ¹ The results of secondary research confirm that relations within organizations have a very strong influence on, among others, mental health (eg. on the level of aggression, stress, etc.) and physical health of employees (eg. the level of body's immunity etc.). See Støetzer, U. (2010). *Interpersonal Relationships at Work*. Stockholm: Karolinska Institutet, 1–51.
- ² See: Therkelsen, D.J. i Fiebich, C.L. (2003). The supervisor: The linchpin of employee relations. *Journal of Communication Management*, vol. 8, 120–129.
- ³ They key role of these forms of communication are emphasized by, among others G.F. Thomas, R. Zolin, J.L. Hartman, The central role of communication in developing trust and its effect on employee involvement, *Journal of Business Communication* 2009, vol. 46, 287–310.
- ⁴ This way, it influences the characteristics of the relations between the employer and an organization (see: Coyle-Shapiro, J.A.-M. i Shore, L.M. (2007). The employee-organization relationship: where do we go from here? *Human Resource Management Review*, vol. 17, no. 2, 166–179).
- ⁵ Some authors even describe employees as the most important buyers, whose needs should be satisfied first (see: Nayar, V. (2010). *Employees first, customers second. Turning conventional management upside down*. Massachusetts: Harvard Business Review Press, however, according to the author of this article, employees are equally important as other groups of recipients of marketing offer. This complies with complex approach to marketing constituting the foundation of holistic marketing, which will give direction to the future development of marketing (see: Keelson, S.A. (2012). The Evolution of the Marketing Concepts: Theoretically Different Roads Leading to Practically Same Destination. *Online Journal of Social Sciences Research*, vol. 1, iss. 2).
- ⁶ Determinants of the style of management can be divided into three groups: characteristics of the superior, characteristics of the subordinates and the characteristics of the environment (see Buble, M., Juras, A. i Matic, I. (2014). The relationship between managers' leadership styles and motivation. *Management*, vol. 19, 161–193). It is worth emphasizing here that in case of scientific organizations the environment is characterized by a high degree of variability, which is associated with, among others, very frequent changes of the legal environment. This may have a negative impact on the manners of managing people used in practice.
- ⁷ Employees, as the main participants of this setup and organizational actors playing particular professional roles communicate their impressions from own experiences to other entities interacting with a particular organization and this way support, hamper, or completely stop the development of the organization. See: Davies, G., Chun, R. i Kamis, M.A. (2010). Reputation gaps and the performance of service organizations, *Strategic Management Journal*, vol. 31, no. 5, 530–546 oraz Helm S., (2011). Employees' awareness of their impact on corporate reputation. *Journal of Business Research*, vol. 64, no. 7, 657–663.
- ⁸ Image, including the image of an organization as an employer, similarly as other non-material values like, among others, reputation, determines the organization's competitive advantage playing a critical role in efficient management. See: Chun, R. (2005). Corporate reputation: meaning and measurement. *International Journal of Management Reviews*, vol. 7, no. 2, 91–109.
- ⁹ See: Lane, D.A. i Down, M. (2010). *The art of managing for the future: leadership of turbulence*.
- ¹⁰ Even though literature on the subject mentions focusing attention on the employees as one of the characteristic features of European style of management (see. Žitkus, L. (2011). Features of the European style of management as core competences of managers. *Societal Studies*, vol. 3, no. 3, 769–788), in practice, still in many cases the autocratic style is applied and this style lacks this feature.

¹¹ Its basic assumption, regardless of the particular concept is treating the recipient of taken measures as the key point of reference at every stage of market creation (see: P. Kotler, K.L. Keller, Bliemel, F. (2007). *Marketing Management*. Pearson Education International. New Jersey: Upper Saddle River.

¹² The contribution to creating a particular way in which an organization is perceived, is closely tied to two areas of activity, namely, building relations and exchange of information. Both these areas are classified in literature on the subject as prosumption. (see: Jacob, F. i Rettinger, B. (2011). *The Role of customer co-production in value creation*. Proceedings of the Naples Forum on Service. Capri. Italy, <http://www.naplesforumonservice.it/uploads/files/Jacob,%20Rettinger%282%29.pdf>, (accessed on: 20.04.2015)), at least with regard to end buyers. However, they can also be recognized as important areas of employees' prosumer activity, for example in case when they recommend a scientific organization as an employer.

¹³ In literature on the subject the results of research confirming the positive influence of participatory style of management on the level of professional satisfaction are presented (see: Kim, S. (2002). Participative management and job satisfaction, *Public Administration Review*, vol. 62, no. 2, 231–241,). However, these research projects didn't concern the division of styles used in this article and didn't refer to scientific organizations. Even though it is possible to find individual publications concerning the influence of management at universities on the functioning of these universities (see: Irtwange, S.V. i Orsaah S. (2009). Impact of management style on performance indicators of academic Staff. *Educational Research and Review*, vol. 4.

Bibliography

1. Buble, M., Juras, A. i Matić, I. (2014).The relationship between managers' leadership styles and motivation. *Management*, vol. 19, 161–193.
2. Chun, R. (2005). Corporate reputation: meaning and measurement. *International Journal of Management Reviews*, vol. 7, no. 2, 91–109.
3. Coyle-Shapiro, J.A-M. i Shore, L.M. (2007). The employee-organization relationship: where do we go from here? *Human Resource Management Review*, vol. 17, no. 2, 166–179.
4. Davies, G., Chun, R. i Kamis, M.A. (2010). Reputation gaps and the performance of service organizations. *Strategic Management Journal*, vol. 31, no. 5, 530–546.
5. Helm, S. (2011). Employees' awareness of their impact on corporate reputation. *Journal of Business Research*, vol. 64, no. 7, 657–663.
6. Irtwange, S.V. i Orsaah S. (2009). Impact of management style on performance indicators of academic Staff. *Educational Research and Review*, vol. 4, no. 12, 602–615.
7. Jacob, F. i Rettinger, B. (2011). The Role of customer co-production in value creation, *Proceedings of the Naples Forum on Service*, Capri, Italy, <http://www.naplesforumonservice.it/uploads/files/Jacob,%20Rettinger%282%29.pdf>, (dostep: 20.04.2015).
8. Keelson, S.A. (2012). The Evolution of the Marketing Concepts: Theoretically Different Roads Leading to Practically Same Destination. *Online Journal of Social Sciences Research*, vol. 1, iss. 2.
9. Kim, S. (2002). Participative management and job satisfaction. *Public Administration Review*, vol. 62, no. 2, 231–241.
10. Kotler, P., Keller, K.L. i Bliemel, F. (2007). *Marketing Management*. New Jersey: Pearson Education International. Upper Saddle River.
11. Lane, D.A. i Down, M. (2010). The art of managing for the future: leadership of turbulence. *Management Decision*, vol. 48, no. 4, 512–527.
12. Miah, M.K. i Berd, A. (2007). The impact of culture on HRM styles and firm performance: evidence from Japanese parents. Japanese subsidiaries/joint ventures and south Asian local companies. *International Journal of Human Resource Management*, vol. 18, no. 5, 908–923.

13. Nayar, V. (2010). Employees first, customers second. *Turning conventional management upside down*. Massachusetts: Harvard Business Review Press.
14. Olmedo-Cifuentes, I. i Martínez-León, I.M. (2014). Influence of management style on employee views of corporate reputation. *BRQ Business Research Quarterly*, vol. 17, 223–241.
15. Stoetzer, U. (2010). *Interpersonal Relationships at Work*. Stockholm: Karolinska Institutet, 1–51.
16. Therkelsen, D.J. i Fiebich, C.L. (2003). The supervisor: The linchpin of employee relations. *Journal of Communication Management*, vol. 8, 120–129.
17. Thomas, G.F., Zolin, R. i Hartman, J.L. (2009). The central role of communication in developing trust and its effect on employee involvement. *Journal of Business Communication*, vol. 46, 287–310.
18. Żitkus, L. (2011). Features of the European style of management as core competences of managers. *Societal Studies*, vol. 3, no. 3, 769–788.

Professor Agnieszka Izabela Baruk, Ph.D., Łódź University of Technology, Poland — works as a fellow researcher at the Institute of Innovation and Marketing and holds the Chair of Management and Innovation Systems at the Łódź University of Technology. Her publications comprise 434 peer-reviewed positions including 14 books about transaction and personal marketing and their mutual interdependencies. Prof. Baruk focuses her scientific interests on the issues of marketing management. She is specially interested in the social system of an organization in image development and positioning strategies as well as in applying modern marketing solutions in relation to employees and participants of an organization's environment in the context of personal and transaction marketing.