

ABSTRACT

The pathologies of organizational culture. Case study of the Polish Telecom Group.

keywords: *organizational culture, dysfunction and pathologies of organizational culture, metaphors, case study*

The subject of this work is the issue of dysfunctions of the organizational culture of the Polish Telecom Group.

The considerations begin with agonizing over organizational culture as a phenomenon subject to the processes of creation, implementation, modification and control.

The significance and multiplicity of factors determining the development of dysfunctional organizational culture enforces increased interest in these issues.

Therefore appropriate starting point of this paper is a synthesis of the theoretical literature on the identification of potential areas of dysfunction and pathology in the sphere of organizational culture.

The main part of the work concerns the analysis of the pathology of the same organizational culture in the context of its functions and the types and the origin of this dysfunction.

Starting from the classification of the dimensions of organizational pathology by G. Hofstede in the form of area of easily noticed symptoms of organizational pathology, pathological phenomena associated with the organization's managers, irregularities operations and processes and pathogen environmental impact of the organization a set of selected areas of potential dysfunction in the sphere of culture is proposed.

Finally symptoms of emerging dysfunctions of organizational culture are identified. In this way the instruments of empirical analysis and diagnosis of the studied phenomenon are proposed.

Based on the theory of Harold Leavitt's presenting the organization as a system of interaction between related variables to the structure, people, technologies and tasks, their own metaphor for the pathology of organizational culture (Medusa Raft) was presented.

In this context results of empirical studies of identified dysfunctions organizations in the Polish Telecom Group are discussed.

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