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SOCIAL CLIMATE MANAGEMENT IN ENTERPRISES

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Abstract The aim of this article is presenting the management of social climate in the enterprise as a comprehensive tool to motivate employees. The basic concepts and process of HR management have been described. Furthermore, the following article presents the issue of social climate in the literature. Described motivation process (essence of the process, meaning, structure), which is one of the most important factors in the effective and efficient operation of the company. By managing social climate may lead to greater involvement of employees in the affairs of the enterprise. Based on the results of a survey conducted on spring of 2013 among employees from shipping departments, transportation, purchases department, warehouses were proposed the concept of management of the social climate in the logistics enterprise.

Paper type: Research Paper

1. INTRODUCTION

The main goal of this elaboration is to show that the social climate in the company has a significant impact on the proper functioning of the organization, and it's reasonable to make periodically tests of social climate and the appropriate management of the social climate by management staff (Skawińska, 2007, p. 323).

R.W. Griffin describes management as a set of activities including: planning and taking decisions, organizing, leadership (human directing and controlling), directed at the organization's resources (human, financial, physical and information) and performed with the aim to achieve the objectives of organization in an efficient and effective way (Griffin, 1998, p. 36).

According to P.F. Drucker's management relates primarily to people. Its objective is the proper interaction of many people who can neutralize weaknesses and maximize the talents and strengths of the participants (Drucker, 2010, pp. 79-96).

Management is the process (Fig. 1), consisting periodically of:
- Planning – objectives, measures and methods,
- Organizing – assigning roles, assigning tasks and relations during their execution (structure), allocation of the resources and keeping the balance of duties,
- Leadership and motivation – targeting activities of participants in process that they wanted to achieve in the approved plan,
- Controlling – monitoring of the entire process in context of plans, analyzing data and drawing conclusions which are the basis for corrective decisions (Kisielnicki, 2008, pp. 13-16).
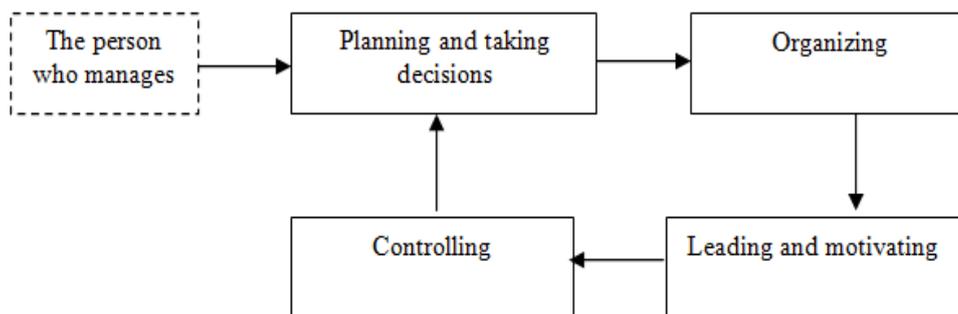
Fig. 1 Stages of management process (Kisielnicki, 2008, p. 15)

Referring to definition of P.F. Drucker, one of the main enterprise feature is "human resources management" (Listwan, 2006, p. 1). This function applies to the people as a subject (object) of interaction, but also as a causative subjects, forming teams of employees in terms of numerically, qualitative characteristics their commitment and getting results.

A. Pocztowski draws attention to the character of human resources management process. It is a constant and important function of every organization, and as such a feature is a process consisting of logically interrelated activities aimed at providing the organization in a given time and place required number of employees with appropriate qualifications and creating conditions which stimulate the effective behavior of the employed staff in accordance with primary goal of the organization (Pawlak, 2003, p. 23).

The next stages of human resources management process are:

- Analysis of human resources – actions related to audit and evaluation of human resources in the company, which are based on the internal and external situation of the company; the analysis is performed in order to provide useful information to support managers in taking decisions,
- Planning human resources – activities consisting on establishing the structure of employment in terms of quantity and quality, through the creation of strategic and operational plans,
- Selection and adaptation of workers – obtaining employees and adjusting them to working conditions,
- Work managing – activities of managers consisting for example of planning and work organizing, tasks assigning and supervision over the employees,
- Evaluation – periodical and ongoing evaluations of employees and managers, which next are used in the analysis and determining of training needs, motivating or helping in decisions on personel reduction,
- Motivation – its goal is to determine the appropriate remuneration structures and non-wage measures to motivate employees,
- Development – activities allowing employees and managers to increase knowledge and qualifications through training and other events leading to improve the skills and new quality of staff,
- Forming work conditions and labor relations – associated with both positions with the organization and processes, as well as complex systems and processes implemented in them; also identify ranges of subordination, mutual cooperation, replacement, procedures and forms of employment, transfers, dismissal, remuneration systems, awarding bonuses or rewarding,
- Personal Controlling – activities related to the coordination and control of implementation of plans that enable to reaction on incorrect situations occurring among the staff and verification of personnel policy (Stoner & Wankel, 1994, pp. 281-282).

For many years, can be observed changes in the HR policy of the companies, leading to more efficient work, through use of new motivation systems, quality systems, and creating conditions for development of the company through development of its own employees. In use was appeared term "human capital", which supposed to reflect the strategic meaning of people for success of the organization, regardless of the area in which the organization wouldn't work.

The capital are: people connected with the company, able to work together, creating more and more better products and services. Caring for this capital is associated with taking special professional measures, such as analysis of the social climate. It is one of the ways to know the risks in the functioning of organization, consisting in checking if the potential of employees can be optimally used in a point of view to ensuring of the growth and efficiency of the company (Sajkiewicz, 1999, p. 17).

2. SOCIAL CLIMATE IN THE LIGHT OF LITERATURE

2.1. The definition of the social climate

Concept of the social climate describes the aggregate impact of many social factors occurring in the organization on attitudes of their members (Louart, 1995, pp. 66-67). It's just climate of enterprise makes that in one of them can be observed the desire to work, cooperation and mutual assistance, creative thinking, openness and freedom, in the others can feel the tension, mistrust and limitations (Woynarowska-Sołdan, 2007, pp. 22-23).

The social climate consists of below mentioned occurrences and factors as:
- Moods and emotions,
- Forms and principles of interpersonal relationships of people and their externalizing,
- Ways of presenting and manifesting by opinions of particular units, criteria, assessment and recognized values,
- System of attitudes and employees behavior,
- The in – house morality (Baran, 1983, pp. 24-26).

General description of the social climate and definition of its basics ingredients does not determine of nature and quality of that climate, as will be presented in next section.

2.2. Character and quality of the social climate

The social climate can be characterized as good (favorable to goals of the institution) or bad (which constituting a barrier to effective and efficient functioning of the institution). Good climate is when in a given environment prevail harmonious and friendly relationships and when employees expose theirs attributes of organizational relationships as justice, understanding, tolerance, honesty, mutual understanding, when they noticed the lack of prejudice and suspicion, when are dominanting principles of benevolently cooperation,

mutual understanding, social peace, trust. The climate is good, when people are satisfied with work, of working conditions and social relations.

Bad climate is connected with: mistrust, tendentiousness, inconsistency, and injustice, particularly in assessing, distinguishing or rewarding employees. Envy, intriguing, deception, continuous tension associated with a sense of danger, bad atmosphere, conflictuality social relations, bitterness, lack of mutual understanding and kindness may jeopardize the social climate of the company.

The following factors may impact on the social climate:
- Required quality level of work,
- Diversity, difficulty and time pressure,
- Dominant features of work conditions,
- Relationships which exists in the enterprise, especially in a structure "superior – suberdinate",
- Leadership and management styles,
- Principles and criteria of remuneration and promotion,
- Team and character of traits and psychosocial abilities of people (Baran, 1983, pp. 27-32).

Some of the mentioned above factors affecting on the quality of social climate are elements of human resource management process. Hence the hypothesis that the skillful management of social climate may cause, that it becomes immediately a tool for motivating employees, additionally also a good social climate may affect on productivity of the organization (Brief, Guzzo & Kopelman, 1990, p. 291). Motivation is part of the process of human resource management.

3. CHARACTERISTIC OF THE MOTIVATIONAL PROCESS

3.1. The nature and importance of the motivational process

Motivation is described as an internal psychological controlling process, triggering a specific behavior, prompting to the increased effort to stimulate purposeful action (Wyrwicka, Grzelczak & Krugiełka, 2010, p. 148). So this phenomenon is related to the entity having the psychological character, initiating the pursuit in a certain direction, the explanation motives and reasons for acting. However, the motivation is targeted interaction for activation or redirection of activities.

Considering the motivation it's necessary to focus on what stimulates and directs human behavior and how this behavior keep in longer period. These three elements are an important factor in understanding of human behavior at work (Steers & Porter, 1983, pp. 3-4).

Among psychologists, there is a perception that on majority of employees effectively interact reward than punishment. The reward does not have to always be in the form of promotion or money. Employee will be motivated for example by his supervisor, which:

- Make pleasant surprises,
- No spare praises,
- Know how to dispense the stress,
- Is friendly in good times (Wyrwicka, Grzelczak & Krugiełka 2010, p. 148).

On the other hand motivation in the enterprise is related to the management – targeted impact on workers.

According to T. Mendel, management is influencing the people by the stimulation and coordinating of team activities. The main purpose of the management is to achieve the goal of the team (Mendel, 1999, p. 56). Additionaly managing has the task of deliberate influence on workers in the direction of modification of their behavior and attitudes. This is connected with personal interaction on the line super-visor – subordinate and presents the relations existing between the employee and the enterprise (Wyrwicka, 2000, p. 21). Management and motivating in their definitions are closely linked, in fact inseparable. Established effect – motivation or their lack are considered in category of effectivenesses management relations – motivating.

Analyzing the process of management in the company may be noticed that the particular role fulfill a same kind of "mix" created by the staff (employees and managers), their approach to work, attitudes to each other, qualifications, communication with superiors. The resultant of these elements can determine the success, effectiveness and achieve the desired results or goals. The expected result in this case is releasing of willingness to act, which is associated with the motivational process. The implementation of the current activities of the company requires the involvement of people and for ensure the effectiveness, necessary is management (Krzyżanowski, 1992, p. 16), that is the effecting process on people for undertaken achieve objectives or tasks (Steinman, 1992, p. 67). Managing can be described as the impact of a single object (director) to another object (guided) aiming to that the subject directed behaved (work or functioning) towards to achieve the goal (Pasieczny, 1982, p. 205). J. Drozdowicz sees this phenomenon as complex process that requires not only the material incentives and ideological – moral in the colloquial sense, but olso in too many different solutions, treatments and other ways of impacts and procedures designed to ensure that the employee executed his duties with the team in a creative way, referring satisfaction of work and that the conditions conducive to development of positive qualities of his personality (Drozdowicz, 1977, p.7). Management activity is a complex, multistage decision – making process realized continuously throughout the life of the organi-zation (Jasiński, 2001, p. 14).

From the perspective of management process, can be concluded that the motivating is manager's duty. It is also the driving force of human behavior and actions, necessary and one of the most important growth factors and work efficiency (Borkowska, 1985, p. 9).

3.2. The structure of the motivational process

Motivating is related with the interaction through various measures or forms on the employees in way that their behaviors will be compatible with expectations and contribute to the assigned tasks and objectives. Motivating for work is a process and it is characterized by bilateral character because it takes place between directing and subordinates, with the mutual interaction. Motivated people may affect with feedback on decisions of the supervisor (Borkowska, 1985, p. 11). In this process, subordinates are behaving in according to the will of the chef, if he creates the conditions and opportunities for value systems and expectations. Manager to weel fulfill from his motivational role, he needs to know the factors which guide people in a working process which lead them to the specific actions. He has to know their goals and expectations, their experience acquired in previous motivational situations, possess the widest possible motivational measures (motivational tools) and knows the conditions of their effective application (Jasiński, 2001, p. 16). That is what expectations have employees, what their goals are, is related to personality characteristics, age, gender, level and type of education, experience, position in the company, cultural patterns. Motivational measures are tools and instruments which allow you to implement motivational process. Most frequently we can isolated them into the following subgroups: coercive measures, incentives and persuasion (Borkowska, 1990, p. 22).

The conscious perception of superior motivating process can lead to high levels of employee engagement and satisfaction, reduced absenteeism and improved work efficiency (Truss, Shantz, Soane, Alfes & Delbridge, 2013, pp. 2657-2658).

The coercive measures assume the subordination of employees behavior for the interests and will of motivator. They are based on fear and punishment. They do not leave place for interests and expectations of employees. They assume the form an order, injunction, standards, guidelines, instructions. Most frequently may be used in emergency situations and the need for urgent action.

The incentive measures may take the form of gain, systemic boost and the ad-hoc stimulate. They have a long-term effects nature, and are the most commonly used in the motivation process. Through the material and immaterial awards, specyfic arrangment of punishments offered because of particular behavior – arousing interest of the work, prompting to be active.

Persuasion is an instrument of influence on human mental sphere. It involves with a change on behavior, habits and feelings. Assumes partnership of supervisor and subordinate. Objectives and tasks are considered and imposed from

above. Persuasion is devoided of warrant element. It refers to the internal motivation (Jasiński, 2001, pp. 18-19).

Each company creates motivation system which is used to interact on employees in order to induce them to create positive behavior towards chosen desired state. Areas where instruments are used to motivation process are: pay system, work organization, participation in management, communication, employee assessment, training and development.

4. CONCEPT OF THE SOCIAL CLIMATE MANAGEMENT IN LOGISTIC COMPANY

4.1. Factors shaping good social climate

Authors of the study claim that managing the social climate may cause higher-orientation of employees in issues of the enterprise, which can be seen as a tool.
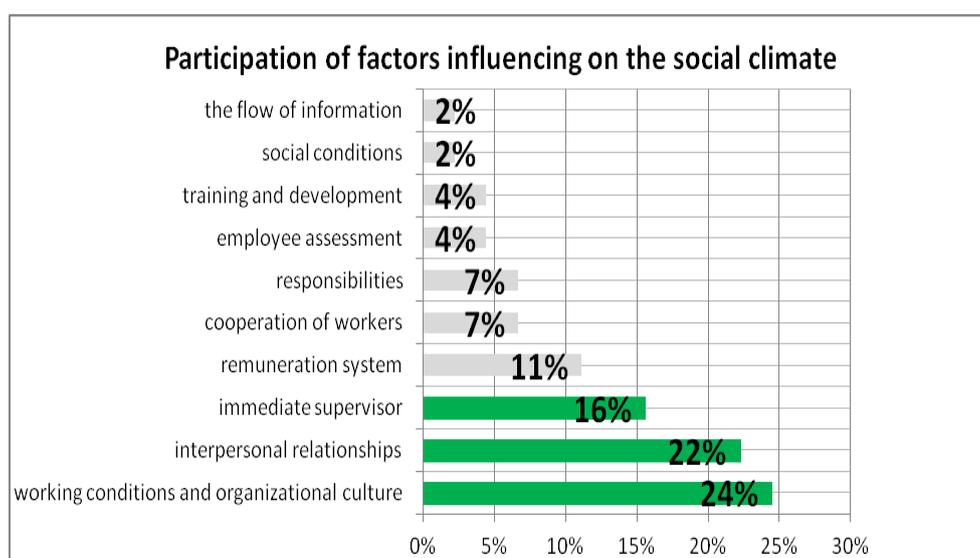
Therefore, survey was carried out among ten working students from faculty of logistics, spedition employees, storage, supply or transport departments regarding factors that – in their opinion – have the greatest impact on the development for good social climate in enterprises of the logistics industry. This selected group of respondents is interesting because of the association both practical and theoretical with logistics. The sample size was selected by the selection of those who meet above mentioned criteria, and do not determined statistically. Authors decided that such trial selection will provided answers an expert nature, and the results are the added value and the basis for further studies which may characterize representative for defined the general population.

The contributions of the respondents were divided into the following categories:
- Working conditions and organizational culture,
- Interpersonal relationships,
- Direct supervisor,
- remuneration system,
- Cooperation of employees,
- Responsibilities,
- Employees evaluation,
- Training and development,
- Social conditions,
- Information flow.

On figure 2 have been presented factors participation which according to re-spondents, have impact on building good social climate. Most often, given answers were about working conditions and organizational culture – 24% of all expression and interpersonal relationships – 22%, which means that they are the main factors

wchich affecting on development of good social climate in the company of logistics industry. Another factor regularly mentioned is direct supervisor – 16% of answers. Respondents olso considered as important factors: system of remuneration (11%) and employees cooperation and responsibilities at work, whose share was 7%. Less mentioned answers were training and employee evaluation – both had 4% of all responses. Most rarely responses were related to the social conditions and information flow in the logistics industry – 2% of the total responses.

Participation of factors influencing on the social climate

the flow of information	2%
social conditions	2%
training and development	4%
employee assessment	4%
responsibilities	7%
cooperation of workers	7%
remuneration system	11%
immediate supervisor	16%
interpersonal relationships	22%
working conditions and organizational culture	24%

Fig. 2 The structure of the survey results (own elaboration)

Listed by the respondents, in their opinion, the most important factors influencing good social climate may have adverse effect on business in logistic industry, if we manage them in wrong way, such as ignoring the law (health and safety, labor law, civil law, commercial law, INCOTERMS, etc.) or internal regulations (for example procedures of data recording , document workflow rules, duties arising of regulations etc.). Result of this situation may cause in formating mistakes and disturbances in logistic processes: improper labeling and goods storaging on wrong place, failure to established procedures (failure to comply with procedures may also reflect from unconsciousness), defective communication between departments or areas of logistics enterprises, misconfigured system, wrongly filled or missing documents, inventory irregularities, taken from warehouse incorrect quantity of goods, incorrect shipping address, improper work organization in storage, inadequate training of staff, the lack of establishment emergency situations procedure, various quantities between physical state and documentation, unsuitable shelves for stored products, wrong item ordering, etc.. (Brzeziński, Kliber & Wyrwicka, 2012, p. 225).

4.2. The research concept of social climate management

Examining the social climate by analyzing conclusions of these surveys, identifying areas which requires improving and taking corrective action, can interact with people, which will positively affecting on the attitude and motivation to work. If social climate may serve as a tool to motivate people, should first perform researches periodically (example every two years) of the climate in the company, which will meet criteria posed to all empirical researches:

- Formulation of research problem,
- Identification of variables,
- Formulate research hypothesis,
- People selection for research and study area,
- Preparation of concepts and research methodology,
- Carry out a proper research,
- Describing the obtained results, also statistical analysis,
- Testing and inference in context of research hypothesis,
- Implementing of the final results from the research.

Carried out in accordance with discussed stages of the study (performed "on shortcuts") may result in a lack of confidence and changes in people attitudes. Properly conducted studies, in particular reliable and meaningful analysis of the results and reasonable inference, will contribute to taking right corrective decisions by management, which in a short time should provide beneficial effects (Kliber, 2010, pp. 37-38).

There is a significant achievements of social science in range of research tools. The most popular methods and techniques, which social climate can be tested in the company are: observation, surveys and questionnaires, method of document analysis and the sociometric methods (Szałkowski, 1997, pp. 17-151).

E. Niesyty presents two versions of questions sets, asked during study of the social climate. The first set was developed by French experts, the other one by U.S.. Below has been presented general research areas in both cases.

French survey touch on issues concerning the perception of management behavior and the leadership, methods and perceptions of the future and relationship with its surroundings. The American way draws attention to vision of the company, organization, relationship with customers, the communication rules, manager perception, team work, innovation, decision – making and resource management (Niesyty, 2000, pp. 9-11).

Carrying out the study of the social climate can be also applied to seven dimensions of affecting climate on members actions of the organization described by W.J. Paluchowski:

- Relationships with superior – this dimension describes quality of interpersonal relations between managers and workers, degree of formalizated

relations with chief management (support, warmth), severity of criticism from superiors‚

- Risk tolerance and conflicts in the company – this dimension determines the degree of permission for mistakes, failure, ratio of major superiors for open expression opinions by the staff,
- Sense of loneliness – determines the prospects of support from the other members of the organization to fulfill the duties,
- Access for information – this dimension relates to the quality of communication inside the organization, determines the degree of information flow freedom on company's policies and guidelines for the implementation of tasks,
- The degree of identification with team – this dimension diagnose relations in employees group, determines level of trust, loyalty, and degree of responsibility of team members,
- Level of negative competition – determine the attitude in company for competition,
- General attitude towards company – describe possessed by employee image of degree of bureaucratization structure, assessment of reward system, organizational goals and company policy towards employees (Lipińska-Grobelny, 2007, pp. 76-77).

In view the fact that the climate in organization is the result of subjective feelings of its members, if it's bad, is reflecting on their attitudes. Its deterioration inicates appearance of social problems needed to be resolved. That is why situation in the range of climate should be systematically tested. Knowledge about the status allow to undertake rational intervention in the organization and improve its operations, which will make that employees will have more motivation to act, and their work is more effective. One of the ways to this knowledge is systematic study of changing members opinions of the organization. Areas which evaluated negatively by employees during the test, should be carefully studied in order to prepare recovery plan for repair work atmosphere, and therefore the climate in enterprise stimulate employees to productive and creative work.

When the social climate is not tested regularly, may be surprised by changes in behavior of employees. Research of changes in social climate shall be carried out with most often methods for test of social opinions. In this way we can know the changing assessment of the existing situation. Analyzing changes of these assessments may be recognized and predicted differences in attitudes or behavior and discover the source of these changes to prevent problems (Szałkowski, 1997, pp. 17-151). Periodic study of the social climate will translate into attempts to manage social climate in the company, ex. for targeted collection and information processing for supporting management decisions referred to shaping in the positive direction of climate in the company.

Positive impact of the social climate will also constructivly affect on the other phenomenas and spheres of workers life in the company. Its an important instrument for integration and stability of employees. Works also very beneficial for development of the personality of employees who under favorable conditions disclose and improve their talents. Its the measure and also an indicator of work humanization and social relations in the company. Therefore the creation of positive climate is a primary thing and should be taken into account and consistently realized (Baran, 1983, pp. 27-32).

Otherwise, the bad climate prevailing in workplace undermine morale of groups and the whole crew: reduces relations of employees, dehumanizes relationships, disintegrates society of company, reduced mutual trust, destabilizes the culture of work and life of crews, raises conflicts, undermines discipline and work morale. Disturbances in the social climate, constant tension and disagreements are reflecting negatively on the people activity, for intensity and quality of their work. As for the work itself, it should noted that the bad climate in team or in company – impedes, hinders or even prevents people in their proper performance of professional activities. Its not easy to work well when the whole enterprise do not have a good atmosphere, favorable climate. There, where is mutual distrust, where tensions and conflicts are, there are no good results at work. Finally, bad social climate acts negatively on the man work, decreases morale and professional aspirations. Its one of the main brakes of good work and quality of work. Bad climate also exerts a highly harmful impact on the organization as a whole. Reduces the stability of workers, raises excess and harmful staff fluctuation, weakens the people bonds for working environment, decreases professional discipline and social, increases absenteeism and accidents at work, disorganized rhythm of production and reduces the efficiency of its work (Łypacewicz, 1999, pp. 47-53). Can be seen a negative impact on the image of the company, especially on the job market (employer barnding).

The conclusion is that the bad social climate act in a harmful way on unit, teams of employees, on work, on the-site and off -site environment. The company, where is no good atmosphere, a positive culture work and does not respect the principles of social life, can not function well or respond flexibly to opportunities or threats appear on the market. Is therefore important that at work was a positive atmosphere which can be achieved by managing the social climate so that it will become a tool to motivate employees and it will not work negatively. Motivated person by the good social climate will be fully engaged in his duties, thorough filled them, seeking to improve their results, resulting in added value for the company and – the most importantly – happy, creative employee (Dessler & Turner, 1992, p. 22).

The above considerations on the concept of social climate management is illustrated on Figure 3.
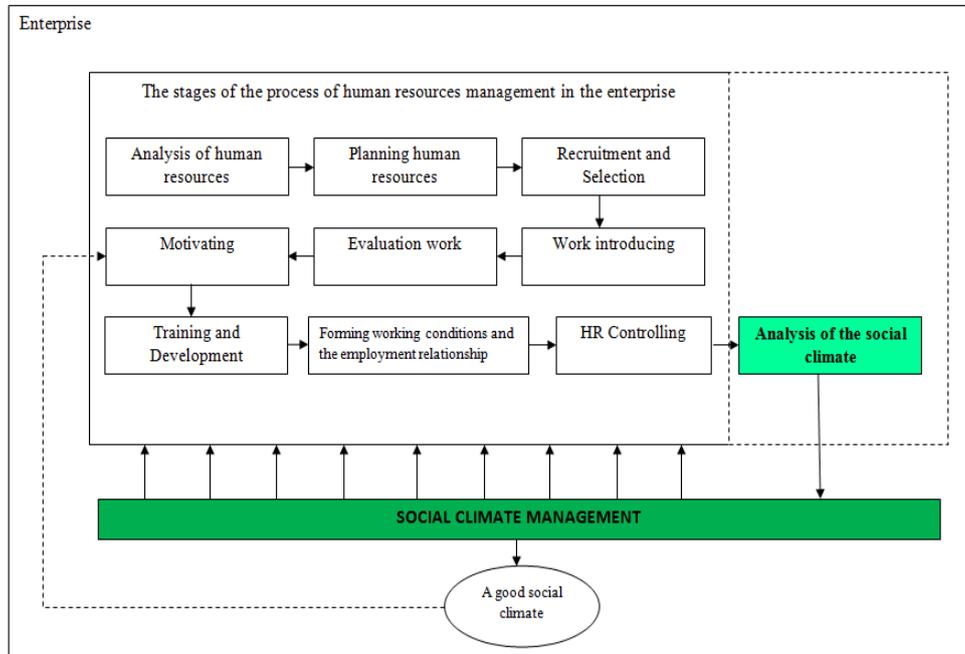
Fig. 3 Model management of social climate in the enterprise (own elaboration)

Motivation is one of the elements of human resources management in enterprise. These considerations suggest that preceded by cyclical studies, management of social climate impacts on the entire process of managing HR in the enterprise, becoming a motivational tool.

5. CONCLUSION

Each company undertakes motivational activities involving the interaction and feedback between supervisor and employees. Motivating being part of the process of HR management is designed to encourage staff to achieve objectives in a efficient and effective way. Additionally, motivation is considered to be one of the most important factors affecting on the quality and efficiency of work.

By managing social climate can be made to become a tool for motivating employees in the company. Conducted a survey among working students from the logistics, about the factors which are affecting on the development of good social climate has given advice, that factors are related to working conditions and organizational culture (24%), with interpersonal relations (22%), especially

with the direct manager (16 % of responses) determinants of quality of the social climate in company from the logistics industry.

Inadequate managing of social climate (even good) can have a negative impact on functioning of the enterprises from the logistics industry and may cause errors and disturbances in processes (especially logistical). The proposed concept of managing of social climate is based on cycles of the social climate survey (for example every two years), maintaining criteria required in empirical researches. Regular studies allow for notice of changes in the assessed areas.

Research and regular analysis of the situation may predict changes in attitudes and behavior of employees, and – very important – discovery the causes and sources of these changes. It allows to prevent problems arising from dissatisfaction or uncertainty of the crew. Effecting on employees by modifying factors which are building a positive social climate acts as a means of persuasion and is associated with self-motivation of the crew, changing attitudes, feelings and habits (Hershberger, Lichtenstein & Knox, 1994, p. 24). Managers, by managing the social climate so that the its impact has supported the strategic objectives of the company, contributes to the fact that the social climate becomes a tool for motivating. That allows to create positive atmosphere of work and cooperation, which worker will be convinced of the validity and usefulness of his efforts to fulfill his duties and improve efficiency. A happy employee is a significant added value for the company. In addition, enterprise development in longer term may result from human capital which has the company (Turnovsky & Mitra 2013, p. 67).

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