

## **DESCRIPTION FOR THE GENERAL PUBLIC**

The problem of organizational pathologies forms one of the most important issues undertaken over the past years by social sciences (organization and management theory, sociology and psychology). Since dysfunctional operations of public and business institutions are related to numerous spheres of human life: political, economic, social, professional and personal, they cause a number of disturbances for both individuals and the whole society. This is well exemplified by the fact that companies lose tens of billions of zlotys annually solely as a result of employees' non-ethical behaviors. It creates a need for deeper research into this phenomenon and a development of recommendations for limiting it (on the basis of empirical evidence). Although an extensive body of theoretical and empirical works in this area is already available, it is still possible to indicate numerous new research challenges which are worth description and empirical exploration. One of them is the area of individuals' performance. To a large extent, inspiration for undertaking this particular sphere springs from the fact that it is in the organizational environment (culture, leadership style, procedures, structures, work climate, etc.) that a process of stimulation of individuals' attitudes and behaviors (productive or counterproductive) takes place, which is also significant from the point of view of the social and economic context. It is the employees who – by producing or performing services – contribute to the financial results of companies or to public institutions' reputation. The understanding of organizational causes (determinants) which inhibit employees' productivity and performance will allow to develop solutions necessary to improve the effectiveness of organizational functioning (independently of industry or ownership type), and by the same token to improve the quality of their operations. In the social dimension, it will also allow to balance the external costs of these organizations' operations. **The main cognitive aim of the project** is a diagnosis of organizational determinants triggering employees' low performance (understood as behaviors and work results). **The application aim** is related to development of practical recommendations with regard to organizational functioning. **The major research question is:** What detrimental organizational factors (e.g. destructive leadership, ineffective organizational practices, including HRM practices, destructive organizational culture, flawed communication, hostile work climate, etc.), and in which situations, inhibit job performance of individuals employed in business and public organizations.

The research perspective adopted for this project and the developed methodology are relatively different than in other projects, as they are based not so much on the search for factors which may improve performance (as is the case in the majority of research projects), or a diagnosis of various dysfunctions or pathologies, but on an indication of these elements of organizational system which inhibit employees' performance. It is thus an approach which eliminates/excludes these predictors which will prove irrelevant in statistical analyses.

In accordance with the *via negativa* maxim and the "methodological rule" of elimination of relevant factors, it is worthwhile to examine not only what contributes to individuals' work performance but also what limits the effective realization of job tasks entrusted to them. Firstly, this is because the list of predictors of productive behaviors indicated in the literature is extensive (and they are often mutually exclusive); secondly – these variables are, to a large degree, "epiphenomena", and not the real causes of the phenomenon.

In the proposed research methodology (qualitative and quantitative), not only "negative factors" of performance will be studied, but also mediating elements will be indicated (the so called mediating and moderating variables), showing the circumstances in which organizational and managerial activities become inhibitors of employees' performance.

The research will be realized in several stages, with the use of methodological triangulation, i.e. the methodology of both qualitative and quantitative studies.

In the **first stage** of the project, a panel of experts will be organized, with the participation of scientists and human resources management practitioners. As a result of the experts' effort, a "long-list" of factors to test in the further stages of the project will be prepared. In the **second stage** 10 IDI interviews will be conducted with HR divisions managers, related to the subject of organizational barriers of individuals' work performance. In the **third stage** of the project CATI method questionnaire will be used to study a group of 1000 employees, and the survey will cover both non-executive employees and managers from these organizations. The selection for quantitative studies will have random-layer character, based on a division of the whole general population into industry types (according to PKD list [Polish Classification of Business Activity]), and then into layers (organization size, location), with direct drawing of independent samples within each layer. In the **fourth stage** three or four case studies will be prepared, to exemplify the cases of the companies in which their "destructive" manner of functioning translates into employees' behaviors and work results. The collected empirical material will then undergo statistical analyses performed in SPSS, Amos and MPlus programs.