Organizational Culture of Cooperative Enterprises in Poland: An Empirical Study

Danuta Mierzwa[1]

Abstract:

Purpose: The main purpose of the article was to determine the impact of organizational culture on the effectiveness of management of agricultural cooperatives. Cooperative movement is an important element, significantly influencing the development of rural areas and agriculture. Among scientists and practitioners, the condition of the Polish cooperative movement raises concerns about its future in confrontation with modern agriculture in highly developed countries.

Design/Methodology/Approach: The methods used in the study include literature analysis and critique, participant observation, comparisons, case studies, induction and deduction, synthesis. The main research tool was the OCAI (Organizational Culture Assessment Instrument) questionnaire by K.S Cameron and E. Quinn, based on the competing value model. 133 entities located in various regions of Poland from various cooperative industries were deliberately selected for the study. These were dairy cooperatives, beekeeping horticulture and groups of agricultural producers. The research sample accounted for 20% of each type of cooperative. The questionnaires were addressed to these industries because they were able to adapt to the new challenges related to the transformation of the Polish economy after 1990.

Practical Implications: The conducted research shows that the autocratic style of management dominates in the studied cooperatives. On the other hand, the measure of success is the development of human resources, greater involvement of members and teamwork. Meanwhile, the autocratic style of managing human capital and the lack of involvement of members in the results of these entities' activities cause these entities to drop out of the market and lack interest in this form of business. On the other hand, agricultural cooperatives in developed countries in Europe and the world successfully compete with capital companies.

Originality/value: To improve the functioning of these entities and stop the downward trend, it is necessary to change the way of management and the legal and organizational modification of these entities. The creation of new styles and management models in the surveyed entities and modification of the law is the added value of the research undertaken.

Keywords: Organizational culture, agricultural cooperative, management style, leadership.

JEL classification: P01, P13, P25, P32, P12, P18.

Paper Type: Research study.

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1. Introduction

Cooperatives are an important element contributing to the economy. Their presence enriches the market and constitutes an important factor conditioning the proper development of agriculture and rural areas. Among scientists and practitioners, the condition of Polish cooperatives raises concerns about its future in confrontation with modern agriculture in highly developed countries. There is therefore a need to strengthen research centers, reaching out to science to develop strategic analyzes and directions the development of cooperatives (Sznajder, 2009; Jonic, 2008; Witek-Crabb, 2006). The attempts to recreate in these organizations management methods characteristic of strictly business solutions are often not very successful. The specificity of managing these entities requires quite different, developed and adapted concepts. Throughout all the years of its existence, the cooperative movement was based on the idea of social activity, based on brotherhood, striving for the common good (Emelianoff, 1942). The main goal of the cooperative is not to achieve economic profits, but to satisfy the needs of voluntarily associated members who, through their participation, build a community based on traditions (Skoczek, 2013). After the systemic transformation of the Polish State in 1990, the cooperative movement faced difficult, hitherto unknown challenges, posed by the newly introduced market economy (Brodziński, 2007; Mierzwa, 2007). From 1988 to 2018, the number of all agricultural cooperatives in Poland decreased by 42.3%. (Table 1). The downward trend in all industries continues (Martynowski and Piechowski, 2014).

Table 1. *The number of agricultural cooperatives by industries in 1988-2018*

Industry	1988	2018	Decrease in %
Cooperatives "Samopomoc Chłopska"	1912	973	49,1
Agricultural Production Cooperatives	2089	578	72,1
Cooperatives of Agricultural Circles	2006	360	82,1
Dairy Cooperatives	323	124	61,6
Horticulture and Beekeeping Cooperatives	140	41	70,7
Cooperative Groups of Agricultural Producers	4 *	664*	+166
Total	6470	2740	42,3

Source: *Data of the National Council of Cooperatives in Poland from 2018. * Cooperative Agricultural Producers' Groups started to be established in 2000.*

The largest decrease was recorded by agricultural association cooperatives 82.1%, agricultural production cooperatives 72.1%, horticultural and apiculture cooperatives 68.0% and dairy cooperatives 47.8%. There was only a numerical increase in the Agricultural Producers' Groups, which took the legal form of a cooperative and began to emerge in Poland after 2000. They flourished when Poland became a member of the EU in 2004. Such a great interest of farmers in this form of farming can be explained by the large financial support from EU funds during the 5 years of their operation (Ustawa, 2000; 2004; 2006; Mierzwa, 2009).

The state of Polish cooperatives after about 30 free-market economic transformations raises concerns about its future in confrontation with the fairly modern agriculture of the EU and its thriving farmer organizations (Mierzwa, 2011). In the era of very rapid changes in the market environment and faster and faster technological progress, new and new changes in management methods are also taking place (Mierzwa, 2010; Grudzewski, 2006). The statements of management theory are improved and adjusted to the present situation. One of the criteria determining the effectiveness of management in a given organization is the efficiency of its managers. Cooperatives face a problem because there is a need to reconcile the principle of democratic membership control with the delegation of some cooperative power to specialized management professionals. There must be some compatibility of the organization with the environment. To survive, a cooperative society needs to implement new principles functioning in the market economy in a sustainable and rational manner, without losing its identity. The principles of cooperative management should, however, undergo some modernization so that they can become "economically healthy" (Mierzwa, 2005).

It is necessary to create new organizational and system structures or to modernize them. It is necessary to implement new processes and modern management strategies in these enterprises. The collegial way of managing cooperatives means that the decision-making center is dispersed among many people. This is a certain democratic form of decision-making in these enterprises. However, it affects the length of the decision-making process, which in the environment of rapid market changes is undoubtedly a drawback (Courtney, 2002).

It is difficult to choose a management method that would meet the market requirements, while maintaining democratic control of all members. It seems reasonable, and at the same time necessary, to entrust a certain part of power to external entities - in order to streamline and modernize the management process in the cooperative. Such entities can be, for example, management boards, i.e. qualified, educated professionals specializing in managing organizations. Selecting the right person for such a managerial position may be problematic, because he or she should have a high sense of goals, rules prevailing in the cooperative and identify with the long-lived values it professes (Mierzwa, 2001). For a new person from outside, outside the cooperative community, it may be difficult to implement. It is worth noting that the essence of the manager's work in a cooperative largely

differs from managerial functions performed in other types of enterprises because he does not have access to many decision-making processes carried out by the cooperative self-government. The manager works under the constant observation of the members with whom he has to cooperate in an effective manner. Additionally, he has no prospects of obtaining rights to the property of the cooperative (Kożuch, 2010).

There are many cooperatives in Poland, which in the sphere of management are developing quickly, using modern solutions and approaches in this field, eg dairy industry (Mierzwa, 2003). The creation and expansion of the European Union to Central and Eastern Europe created new conditions of competition for European agriculture. The global nature of competition caused multinational companies to change their organizational structures and introduced greater interdependence between their subordinate enterprises (Mauget, 1991; 2000). The focus is no longer on increasing productivity, but on maintaining ecological balance, farming conditions and sustainable rural development (Harris *et al.,* 1996). According to Schumpeter, technology and innovation are increasingly shaping the market structures and conditions of competition as well as the economic performance of companies, while creating new opportunities. This causes the "moral aging" of enterprises by the so-called creative destruction (Nilsson, 1997a; Cook, 1997).

Solidarity - the traditional principle of cooperatives - is neglected in favor of economic efficiency as a condition for cooperatives to exist. An organization that is to be effective and competitive should be flexible, capable of learning and adapting to new conditions. In some EU countries, the recognition enjoyed by cooperatives has also decreased in recent years (Kuligowski, 2016).

Young farmers in particular demand greater innovation and market orientation from their cooperatives (Hakelius 1996). It can be concluded that agricultural cooperatives are currently facing two challenges. They must become more competitive in the commodity market in order to increase their members' income, and they must succeed in their opinion, thus justifying their existence. These two challenges are clearly interdependent. Poland's full integration with European structures is a civilization challenge not only for these organizations.

Joining the EU structures required and still requires long-term adjustment and organizational works. You have to prepare the solutions yourself, according to the local situation, tradition and intentions. There are no ready-made role models here. The problems signaled here are presented in order to make all supporters of these entities aware that there are issues important in the management of cooperatives and affect their future (Wojtowicz, 2004; Mierzwa, 2005).

The main research goal was to diagnose the profile of the dominant and desirable culture of agricultural cooperatives and to identify the gap between these profiles. Its size indicates the need to change the current organizational culture. In determining

the effectiveness of these entities on the market, the main focus was on the internal mechanisms operating in these organizations, such as leadership style, human resource management style, characteristics of factors ensuring the coherence of the organization and defining the criteria of success of the surveyed entities.

2. The Essence and Shape of Organizational Culture

Culture is an ambiguous concept, as evidenced by the fact that there are over 150 definitions of it (Kuckhohn, Kroeber, and Meyer, 1952; Schein, 1992; Hofstede, 2007; Suryanto and Thalassinos, 2017). On the one hand, this seems to be a factor that hinders the precise understanding of "organizational culture", but on the other hand, it becomes a useful and helpful thing in exploring its essence. Literature distinguishes a large number of ways of understanding organizational culture. Implicit, interchangeable terms are: organizational culture, company culture, company culture (Wójtowicz, 2004).

*Table 2.* *Selected definitions of the concept of organizational culture*

Author	Definition of organizational culture
Dessler, Turner	Values, beliefs, patterns of behavior, understanding, assumptions, norms, perceptions, emotions and feelings that are shared by members of the organization [Dessler, Turner, 1992, p. 22].
C. Sikorski	"A set of social norms and value systems that stimulate the behavior of members of institutions significant from the point of view of relations significant for the achievement of a specific goal, and occurring in time and space between people and between people and elements of apparatus" [Sikorski, 1985, p. 254].
J. Penc	"A historically developed system of values, norms, attitudes and patterns of behavior that simulate the behavior of members of the organization and affect its relations with the environment. This culture refers to both the internal life of the organization and the harmonious coexistence with the environment in which it operates."[Penc, 2010]
A. Stachowicz-Stanusz	"Organizational culture can be understood (...) as a system of processes characteristic of each enterprise that connect (integrate and interact) values preferred by management and employees, as well as social and cultural norms with their foundations, and the ways in which these foundations affect and shape organizational behavior. Organizational culture in this sense is a social phenomenon, which includes, inter alia, relations between values and norms and the ways of organizing the structure of the company, the ways and criteria of strategic choices and managing people in the company" [Stachowicz, 2001, p. 77].
M. Holstein-Beck	"The ways people behave in the work process, regardless of whether and how they are subordinated to the goals of the company, employees and groups" [Dictionary ... 1991, p. 78].
M. Armstrong	"A set of common beliefs, attitudes, goals and values of an enterprise, which, although it does not have to be expressed, but which, without special orders, shapes the way employees act and interact, and strongly influences the way in

	which tasks are performed" [Armstrong, 1997, p. 115]
S. M. Davies	"A model of professed beliefs and values, giving the company's employees a sense of action and providing them with rules of behavior in their organization" [Kłos, 1998, p. 17].
E. Schein	A model of shared, fundamental assumptions that a given group has created in solving the problems of adaptation to the environment and internal integration. The formula can be considered valid. It is instilled in new members of the organization as the correct way to solve problems [Schein, 1992, p. 6].
E. Jacques	A custom or traditional way of thinking and acting that is to some extent shared by members of the organization and that new employees must at least partially accept [Jacques, 1952].

Source: Own study.

The resulting definitions relate to patterns of thinking or the way of acting. There are two main approaches to explaining the essence of organizational culture. The first definition defines the organization as culture - "knowledge system". Then each of the employees of the organization can understand it individually, through their mind. The second approach assumes that the organizational culture is one of the elements of the organization, thanks to which it is possible to function efficiently (Olszewska, 2007; Pocztowski, 2007; Perechuda, 2000). Organizational culture is the personality of a given organization, which is formed by a "set of assumptions and values" arising, among others at the time of solving the problems of adapting the organization to the environment and creating an internal community. The shaping of the organizational culture is influenced by internal and external factors. These factors are important when making a decision to manage a specific organizational culture or to modify it. Figure 1 shows the influence of external factors on the organization. In addition to the ones listed below, there are also internal factors such as the size of the organization, leadership, organizational structure as well as values, attitudes and life experiences (Olszewska, 2007).

Figure 1. *The influence of external cultures on the culture of the organization*
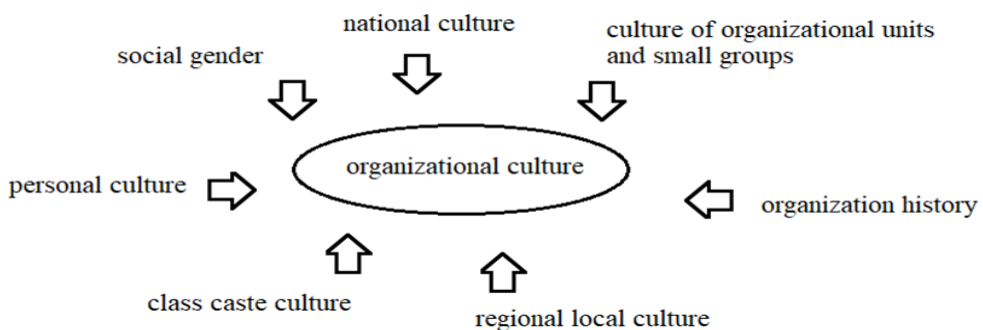
Source: Own study based on Koźmiński A.K., Jemielniak D., 2011. Management from scratch, Edition. II, Oficyna, Warsaw, 271.

In order to be able to diagnose an organizational culture, one needs careful participant observation and a lot of conversations. A manager appearing in an organization, whose task is to introduce changes and carry out important tasks, should first learn about the organizational culture prevailing there. It is important to feel this culture, thanks to which it will be possible to establish the correct direction of management (Koźminski and Jemielniak, 2011). Information collected on the prevailing assumptions, whether the values of a given organization will allow to predict the type and strength of interaction between such variables as e.g. strategy or managing subordinates. Organizational culture should be understood comprehensively, each formulation of this concept in a specific framework narrows its meaning.

The organization as a system has many variables that coexist and interdependent. Organizational culture can be seen as one of its elements, alongside strategy and structure. In interpretative terms, the combination and interpenetration of these semantic areas is indicated (Sułkowski, 2002; 2008).

Organizational culture is shaped by the environment, organization and participants of the enterprise. The environment consists of many variables, such as legal regulations, the nature of competition, technological standards, cultural, social and economic variables. An organization is characterized by its history, mission, vision, as well as the leadership style preferred by managers, its structure and the technology it uses. Factors determining the participants of the organization and at the same time influencing the shaping of the organizational culture include: their needs, values, professional and life experience, education (Aniszewska and Gielnicka, 1999). The shaping of the organizational culture may take place in a gradual manner, when the enterprise acquires new experiences by solving the encountered problems and overcoming obstacles. In this case, gathering knowledge gained in a difficult period and the way the company goes through crises leads to the development of a specific organizational culture. It happens that the organizational culture is created at the very beginning of the company's activity, by its creator. Sometimes shaping the organizational culture is a conscious process, thanks to teams of specialists designated by the company, whose task is to systematically improve the functioning of the company (Cameron and Quinn, 2008; Cameron and Whetten, 1983).

Cameron and Quinn (2008) claim that the key factor for the efficient functioning of the company is precisely the organizational culture, which provides often unconscious and unwritten, but very important rules of conduct for the company. Interestingly, the companies where Cameron and Quinn carried out their research share this view, saying that organizational culture is a fundamental requirement for their success. A very high dynamics of changes taking place in the environment forces quick and error-free reactions of a company that wants to maintain itself or improve its position on the market. Often, failure to change or react means the company's collapse. Changes should also be introduced, and in fact primarily in the organizational culture. Making them should be a consistent and conscious process,

as well as in-depth and appropriately fast. The organizational culture shaped in this way is a factor preventing crises and inertia of the company (Wojtowicz, 2004).

Over the past three decades, the main and most frequently implemented restructuring programs are: downsizing (reduction of employment), reengineering (reorganization of operating processes) and totalquality management (quality management). Most of the companies that decided to restructure the company using the above-mentioned tools, disregarding the need for a fundamental change in the organizational culture, did not achieve the assumed results. Introducing decisive changes in the organizational culture should be the main goal so that the implementation of remedial programs as an element of the strategy could work properly and thus fulfill its role properly (Cameron and Quinn, 2015; Kirk and Miller, 1986). The shaping of the organizational culture directly influences the sustainability of the organization, and when the organization is strong, it may even influence the culture of its environment into which the value systems of a given company permeate (Mintzberg, 1983).

By creating his original, four-level model showing the elements of organizational culture, Cameron puts at the top of the pyramid - over artifacts - the overt behavior of members of the organization. He argues that they are "the most obvious manifestation of culture" and are therefore the most observable. This level mainly determines the ways people collaborate in the company, how much they engage and what they give to the organization. An easily observable manifestation of organizational culture is the organizational climate, otherwise known as the atmosphere in the organization. It is primarily temporary. It is assumed to be the "surface of culture". You can feel that the company has an atmosphere of, for example, distrust or openness. friendship or hostility. The organizational climate can be shaped by the efficiency of work and motivation of employees, and at the same time it is a reflection of their emotional states, attitudes, feelings and ideas. The atmosphere in the organization is unstable, it can change quickly and very strongly, while the organizational culture is a slowly changing, permanent feature of the company (Mikuła, 2000; Kożusznik, 2002).

A significant number of organizational culture models have been created, most of them are similar in terms of the listed organizational features. On the other hand, models of organizational culture differ in the degree of detail and understanding of these dimensions of culture and the degree of reliability and quality of the research carried out. There is no reason to claim that any of the models is an exhaustive answer to the question about the essence and shape of organizational culture. It is also impossible to state unequivocally that one of the models is fully correct and the others are incorrect. However, it should be required that the constructed and presented models are based on high-quality empirical research, that they best describe, take into account and organize the existing reality (Cameron and Quinn, 2015; Wojtowicz, 2004).

3. Research Methodology

The analysis of the organizational culture of agricultural cooperatives was analyzed on the basis of the model of competing values created by Cameron and Quinn. The main research tool was the Organizational Culture Assessment Instrument (OCAI). According to the authors, it is the most frequently used tool for assessing organizational culture. Thanks to it, the relationship between organizational culture and the effectiveness of teamwork management processes as well as the effectiveness of the organization was examined (Cameron and Quinn, 2015). OCAI consisted of six questions concerning the main dimensions of the organizational culture of a given organization i.e., characteristics of the organization, leadership, employee management, characteristics of the organization's cohesion factors and the criteria of success.

The above questionnaire was used to study the current and desired organizational culture, i.e., the one that should be characterized by an organization in a few years to continue to function efficiently. The analysis of the results was presented on a coordinate system specially modified for the OCAI questionnaire. Thanks to the obtained results, the profiles of organizational cultures (current and desired) were shown according to the adopted research groups.

133 entities located in various regions of Poland from various cooperative industries were purposely selected for the study. These were dairy cooperatives, beekeeping horticulture and groups of agricultural producers. The research sample accounted for 20% of each type of cooperative. The questionnaires were addressed to these industries because they were able to adapt to the new challenges related to the transformation of the Polish economy after 1990. The research was conducted in 2019.

The other methods used in the study are literature analysis and critique, participant observation, comparison method, case studies, induction and deduction, and synthesis. The model of competing values according to Cameron and Quinn is the most frequently used tool in the world, used to initiate the processes of: assessment of the organizational culture and change of the organizational culture in the company in a simple and transparent manner. The model does not cover all areas in the broad field of culture. At the same time, it is not applicable to research at levels of cultures other than organizational. This model distinguishes four types of organizational cultures: hierarchy, clan, adhocracy and market culture.

4. Characteristics of Selected Elements of Organizational Culture

Based on the collected research results and the data contained in the OCAI questionnaire, the organizational culture profile of the surveyed entities was established (Figure 2).

Figure 2. *Profile of the organizational culture of agricultural cooperatives.*
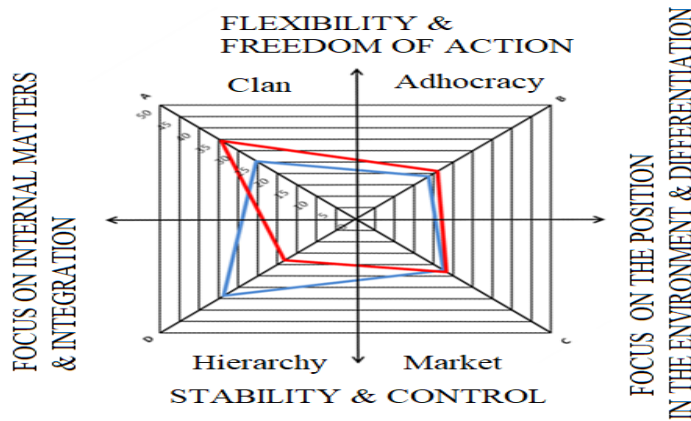
	A	**B**	**C**	**D**
Current state	25	19	22	34
Desired state	34	21	23	18

Source: Own study.

The analysis of the applied research results from the questionnaires on the Cameron and Quinn model of competing values shows the dominance of the hierarchical type culture. Its distinguishing features are: uniformity of offered products, efficiency as the most important aspect, smooth operation. In the hierarchy culture, what counts is procedures, norms, regulations, control mechanisms, a clear division of decision-making levels that dictate what people are to do and serve to keep employees' actions under control and very efficient coordination. In such organizations, predictability, efficiency and sustainability are sought. Leaders pride themselves on being good coordinators and organizers focused on efficiency. The most important thing is the smooth running of the organization. In the long run, it is all about performance and uninterrupted operation. The measures of success are: reliability of deliveries, keeping schedules and low costs. Employee management focuses on job security and predictability. This type of culture is dominant mainly in large enterprises and government offices (Cameron and Quinnn, 2015).

The dominance of hierarchy culture in the cooperatives surveyed proves the need for internal stability. With the development of the organization and their environment, the need to control the growing scope of tasks has increased. This is the result of operating in a rapidly changing market environment that places more and more new demands. Hence, in cooperatives, there is a high degree of formalization and hierarchy, which is to ensure better and faster control of all processes in the organization. This means that effective leaders should be good coordinators and organizers. In the surveyed organizations, emphasis is placed on timeliness and

management efficiency as factors determining organizational effectiveness, which contributes to lowering the level of flexibility and freedom of action.

However, according to the respondents, this state differs significantly from what the organizational culture should take in the future. The discrepancy between the current state and the desired one is so great that it is necessary to make a significant change and may indicate a certain crisis of these organizations. The most desirable direction for the development of the organizational culture is the clan culture. The culture of the clan, originating from Japanese enterprises, can be seen in the well-established and strong community ties of the participants, common values, goals, and the cohesion and high level of participation of employees at all levels in the life of the organization. Such companies are more like a family than a business.

The basic assumptions are team work, creating a friendly organizational climate, delegating responsibility to employees, treating the client in partnership, loyalty and a certain freedom of action of employees. Bosses and supervisors take on the role of advisers, teachers and even parents. The organization lasts thanks to the loyalty of employees and attachment to tradition. There is a high degree of commitment. The organization emphasizes the long-term benefits of personal development and attaches great importance to consistency and morale.

Effectiveness would then be measured mainly by the measure of the involvement of individual members and the state of their morale, and the quality of communication would take a more important place (Cameron and Quinn, 2015). This corresponds to the idea of the functioning of a cooperative entity. This would allow to renew, enhance, strengthen and emphasize the true nature of the cooperative movement. In the times of disappearance of cooperative entities valuable for the economy from the market, this seems to be particularly important.

Thus, the results of the research indicate a high need to change the organizational culture in order to strengthen the sense of belonging and community among members. There is also a need to expand the space for members to act freely on behalf of the organization by taking over responsibility. Consequently, it could be associated with the development of a certain sense of appreciation and importance of members.

Hierarchical control should therefore be significantly weakened and give way to greater flexibility of operation. This can be achieved through the appropriate selection of members to the control bodies (Supervisory Boards) influencing the management of a cooperative enterprise and changes to some legal provisions blocking the faster adaptation of these entities to the changing environment. The leadership style in agricultural cooperatives is presented in Figure 3.

Figure 3. *Leadership style in agricultural cooperatives*
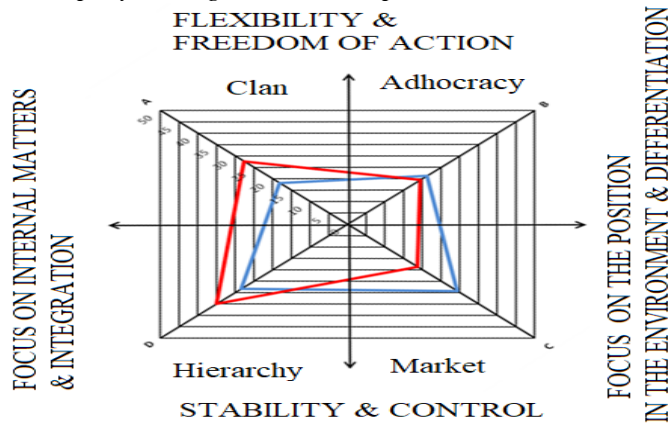
	A	B	C	D
Current state	18	21	29	28
Desired state	28	19	19	35

Source: *Own study.*

The analysis of the conducted research on leadership style shows that it is built towards general market capacity. Leaders are firm and business-minded, associated with expansiveness and the pursuit of the best financial results.

According to Cameron and Quinn, creators of the competing value model, there is a correspondence between organizational culture and skills. This means that the style of leading the organization is compatible with the type of culture present. Leaders are empowered and more successful. This also translates into the quantity and quality of success of the units they manage. The authors of the model emphasize the harmony between these two spheres. The differences between the style of leadership, management and the prevailing type of culture in an organization may generate dissatisfaction, which may become a certain motivator to change the system. In a strategic perspective, it should be coherent.

In the cooperatives studied, there is a large discrepancy between the prevailing style of leadership and the desired type of organizational culture in general. This means that leadership styles should also change. The coveted culture of the clan is the complete opposite of the market leadership style. Good leaders, however, can combine extremely opposing traits and attitudes. For example, they can show the kind, fatherly support that is characteristic of clan culture leaders. However, when the need arises, they defend the company's financial results with firmness, severity and a lot of pressure (Cameron and Quinn, 2015).

The tendency in the style of leadership in cooperatives towards the culture of the market may prove that managers are not fully able to discover or understand the basic assumptions of traditions, the community of cooperatives. They cannot reconcile a strictly market, organizational approach, focused on competition and financial success, with cooperative principles - especially with the principle of democratic membership control. This may prove that the leaders have abandoned certain assumptions of the cooperative movement, or simply do not carry out a conscious process of shaping the organizational culture.

Having leaders with a leadership style that is oriented to the market, in the case of agricultural cooperatives, seems to be good because it is required by the contemporary environment of the cooperative. Cooperatives are forced to function in conditions of rapid market changes, so there is a need for dynamic development aimed at constant adaptation to the environment. However, he must be wise and balanced. This also applies to leadership style. There is a need for well-educated, efficient leaders who know modern management methods. The culture of the organization must be identical to the environment to some extent, so that it can meet the requirements set by them and can strive towards the financial success of the organization.

However, in order not to lose the character of the cooperative movement and to be able to create a coherent organism, leaders should pay more attention to attachment to cooperative traditions. They should become more flexible, increase their focus on internal affairs and caring for members of the organization. Providing the organization with internal cohesion and rebuilding a sense of unity and belonging. these are not easy tasks that must be performed by the managers of these entities. It is imperative that leaders develop their own means of efficient communication with members to ensure good information flow. Then the effectiveness of cooperation within the organization will increase. Having human capital management skills by leaders is necessary to be able to discuss current needs and chart new perspectives for the development of the cooperative. Research shows that organizations need a significant change in leadership style and create the ability to use certain elements of both the market culture and the hierarchical type of culture.

There is a need for efficient and quick coordination of cooperative affairs. In the first instance, leaders should acquire and improve managerial skills specific to the clan's culture, such as:

- managing interpersonal relations, built on the foundation of trust, managing employee development,
- leadership through deep cooperation aimed at strengthening the sense of community,
- leadership through compassion and care, showing paternal help and empathy to members of the cooperative.

As the research conducted shows that the desired state of leadership style should also move towards hierarchy, leaders should:

- improve the skills of rational analysis and decision making on the basis of available data and analysis of existing problems,
- increase control in terms of process flow smoothness and quality control, ensure a stable level of costs,
- improve monitoring activities, consisting in systematic reporting, introducing a system that accurately assesses the results,
- ensure that members know and understand the current procedural status, applicable policy and currently set goals,
- increase the accuracy and precision of individual activities.

The management style of agricultural cooperatives is presented in Figure 4.

Figure 4. *Management style of agricultural cooperatives*
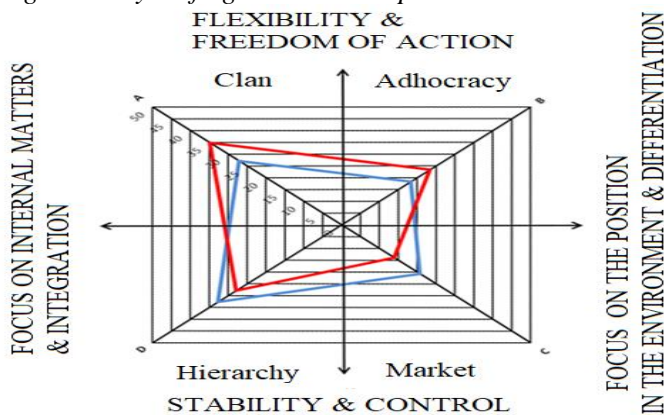
	A	B	C	D
Current state	27	18	21	33
Desired state	35	23	14	28

Source: *Own study.*

Management in the 21st century, according to Wiesław Maria Grudzewski, is increasingly based on the ability to deal with constant change. The factor that determines the efficiency of management and competitive opportunities, which is management, in cooperatives, the management theory of which is not the strongest side, should be taken into account and constantly improved in the conditions of a market economy (Mierzwa, 2013).

Significant managerial competences in cooperatives are divided into three groups:

- personal,
- social,
- position (managerial and leadership) (Jarecki and Wyrzykowska, 2017).

The analysis of the research results indicates the need to change the management style towards the clan culture. Therefore, it would be important for managers to deepen social competences, such as:

- communicativeness, in order to raise the level of unity inside the cooperative organism,
- resolving conflicts within the organization, but also in relations with customers.

Cameron and Quinn talk about certain leadership skills that are critical while assigning them to specific types of culture. Paying attention to the need to change the surveyed organization in the sphere of management, it is necessary that managers strive to develop such competences as:

- team management, focused on building unity and trust in the organization,
- managing interpersonal relationships, consisting in providing the necessary support, therefore, where necessary, combined with the attitude of listening, the paternal attitude,
- managing the development of members as an essential element in creating a culture consistent with the character of the cooperative.

Management theory and the claims it contains are becoming time-barred more and more quickly, therefore organizations need managers with knowledge. They should be careful observers who can introduce new, emerging, beneficial solutions into management processes. The management style should also be characterized by some flexibility and dynamics of action, therefore it should change, move a bit more towards adhocracy. In the environment of growing foreign concerns and private enterprises, it is necessary to introduce innovations in agricultural cooperatives. There is also a need to support creativity, improvement of entrepreneurship and risk-taking.

The style of management is influenced by many social factors, such as education, conditions (cultural, historical, economic) and the mentality of the society. When shaping the management style in the cooperatives surveyed, one should take into account the risk of losing the proper pace of development. In order to prevent this from happening, one has to reach for deeper, slightly less considered and much less available resources, such as science. Without deep analyzes, it is impossible to implement advanced concepts, including strategic concepts (Serafin, 2015). The criteria for the success of the organization in agricultural coopertives is presented in Figure 5.

Figure 5. *Criteria for the success of organizations in agricultural cooperatives*
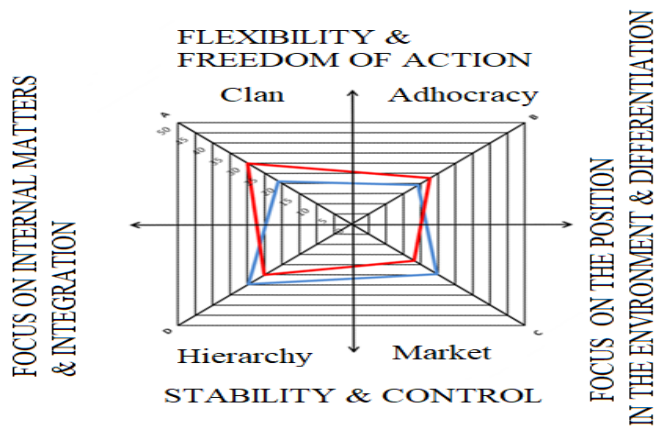
	A	B	C	D
Current state	21	19	25	30
Desired state	30	23	18	25

Source: Own study.

In the present state, the measure of the success of the organization is primarily efficiency, timeliness and the greatest possible reduction of costs. The desired state for the surveyed organizations is a situation in which the measure of success is the development of people, the degree of care for them, harmonious teamwork and employee involvement.

The surveyed organizations come from the cooperative sector. Considering the current situation of the cooperative on the market in Poland, it seems necessary to shift significantly from the hierarchy to the culture of the clan. A cooperative, as an economic entity, should firstly satisfy the basic needs of its members, maximize their benefits, and only then create economic value. Excessive control should be replaced with a certain flexibility of operation combined with an increased focus on caring for the core values of the cooperative. This would be primarily aimed at strengthening the ties between members and the sense of responsibility and social mission of the cooperative. Further, there should be a deepening of the involvement of members in the activities of the cooperative, towards the common good. This is extremely necessary at a time when unanimity among members, a sense of their mission and consistency with the cooperative seem to be key aspects. It seems necessary to stimulate the development of these organizations in general and to their survival. There is a view that there is a close relationship between the will to participate in the cooperative movement of potential members and the raison d'être of this type of management (Suchoń, 2015).

Cooperatives should be open, creating conditions for deepening trust in society by practicing the principles of trust within their structures. The clan culture is characterized in particular by the shared vision of the members of the organization. It is worth emphasizing that this feature is consistent with the idea of cooperatives. Thus, this type of culture favors the development of favorable tendencies for the cooperative. However, it is important to maintain a good level of management in the cooperatives surveyed, to have qualified managers, which can be done without losing the identity of these entities. However, there is a risk of the collapse of cooperatives if they are managed by a collective management board with a low level of professionalism, without appropriate managerial competences. An important criterion for the success of the analyzed organization is therefore a reasonable combination of the principle of cooperative democracy with managerialism (Mierzwa, 2013).

Putting greater emphasis on teamwork, participation, free communication and employee development would also favor friendly consolidation processes (Sznajder, 2009). It is a good phenomenon in relation to cooperatives in Poland, because the larger the cooperative entity, the greater its ability to move and survive in a market characterized by fierce competition. It also positively influences the increase of negotiating possibilities. Consolidation would also help prevent the collapse of smaller cooperatives (Seremak-Bulge, 2005). As can be seen from the created culture profile of the analyzed organizations, all types of cultures are developed to a similar degree and this versatility is also needed in the future. However, the tendency and direction of organizational culture development should change.

Cameron points out that over time, many organizations transform from a newborn, full of life, creativity, enthusiasm and openness at the same time, into an increasingly formalized system, while losing sight of the obvious and necessary values that are characteristic of the types of clan culture and adhocracy (upper quarters). Organizations affected by this process have more and more difficulties with accentuating these values while at the same time "falling" - as if the law of gravity was working here - of the profile of culture downwards, towards the type of hierarchy and market.

5. Conclusions and Recommendations

Carrying out the processes to make the necessary change, that is, "raise" the profile of the organizational culture from the lower two quarters to the top, that is, towards the clan culture and exhortation. This requires good leadership skills, a lot of dedication and effort. In the case of the cooperatives studied, the consequences of the process of changing organizational culture would be more predictable.

Cooperatives are mature organizations, in a sense adjusted internally and externally to the environment. Therefore, there is little likelihood of large, quick shifts in the field of culture. However, the process of changing the culture in the case of such

enterprises should be carried out consciously. In order to initiate a change of culture in the desired directions, the author suggests:

1. Training of members, in particular management (development of a rational and sustainable program in this area). After prior identification of needs in this area, conducting educational activities in the society, or possibly establishing a unit specialized in planning and conducting trainings.

2. Introduce a rating system in cooperatives that would identify the strengths and weaknesses of leaders. By jointly analyzing the assessments, they would act as a binder and a tool for dialogue between management and the rest of the organization. Introduce a permanent performance evaluation system and increase the frequency of open meetings in order to improve cooperation between managers and the rest of the organization.

3. Include members in each planning phase of the cooperative's development strategy,

4. Identify conflicts in the organization and try to find ways to eliminate them.

5. Make sure to build a permanent communication tool (e.g. accepting applications and ideas of members) which would contribute to focusing more attention on the votes of cooperative.

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