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THE ROLE OF LOCAL AUTHORITIES IN DEVELOPING PRO-ECOLOGICAL ORGANIZATIONAL CULTURE OF THE COMMUNAL OFFICES LOCATED IN AREAS OF NATURAL VALUE (THE EXAMPLE OF LUBELSKIE VOIVODESHIP)

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ROLA LOKALNYCH WŁADZ SAMORZĄDOWYCH W KSZTAŁTOWANIU PROEKOLOGICZNEJ KULTURY ORGANIZACYJNEJ URZĘDÓW GMIN POŁOŻONYCH NA OBSZARACH PRZYRODNICZO CENNYCH (PRZYKŁAD WOJEWÓDZTWA LUBELSKIEGO)

STRESZCZENIE: Celem pracy było określenie możliwości oraz zakresu oddziaływania lokalnych władz samorządowych na kształtowanie proekologicznej kultury organizacyjnej w urzędach gmin położonych na obszarach przyrodniczo cennych województwa lubelskiego. Wykazano w tym obszarze niski poziom zaawansowania oraz brak kompleksowości i spójności działań władz samorządowych na wszystkich poziomach zarządzania.

SŁOWA KLUCZOWE: proekologiczna kultura organizacyjna, obszary przyrodniczo cenne, samorząd gminny

Introduction

In the light of economic criteria, areas of natural value are those where biodiversity is or may be (while selecting the correct directions and methods) the dominant factor of economic activity or where it significantly reduces the forms of management contradicting the primary purpose of the existence of valuable natural areas – preserving biodiversity¹. The limitations connected with the valuable natural areas are an impediment if one understands the development in a traditional way. These limitations become stimulants of development if it is based on the principles of sustainability. Such an approach does not inhibit the socio-economic development but indicates another understanding of it. The valuable natural areas are becoming an important element of the strategy of sustainable development of rural communes².

The problem of maintaining environmentally valuable areas in a good condition depends largely on ecological awareness in the individual dimension and on the culture of organizations functioning in the areas of natural value in the public dimension. In these organizations, this culture should be pro-ecological and therefore compatible with the principles of sustainable development. This culture should encourage the attitudes of human responsibility for nature and the need to protect it.

Appropriately developed pro-ecological organizational culture should contribute to a better understanding of the mission of the areas of natural value. This mission is the comprehensive protection of the natural environment, the preservation of the richness of the local culture, and the development of the pro-ecological economic functions that ensure income growth and improve the quality of life of the local community in terms of a compromise between people and nature³.

The author of this paper assumes that organizational culture is a resource that is subject to influence and formation in the management process. In the context of the foregoing considerations, it should be noted that the formation of pro-ecological organizational culture of communal offices situated in the environmentally valuable areas by local authorities may contribute to improvements in the implementation of environmental policy of the

¹ B. Dobrzańska, *Planowanie strategiczne zrównoważonego rozwoju obszarów przyrodniczo cennych*, Białystok 2007, pp. 57–58.

² S. Czaja, A. Becla, *Ekologiczne podstawy procesów gospodarowania*, Wrocław 2007, pp. 375.

³ Compare: A. Zielińska, *Etyka środowiskowa a zrównoważone gospodarowanie na obszarach przyrodniczo cennych*, in: D. Kopycińska (ed.), *Działania ekonomiczne podmiotów rynkowych, materiały konferencyjne*, Szczecin 2007, p. 162.

commune and the creation of sustainable development at the local level by the self-government.

Therefore the aim of this study was to determine the possibility and extent of the impact of self-governments on the development of pro-ecological organizational culture in the communal offices located in the environmentally valuable areas of Lubelskie voivodeship. It is hypothesized that the formation of pro-ecological organizational culture in the communal offices located in environmentally valuable areas by the local authorities in Lubelskie voivodeship is characterized by a lack of comprehensive, coherent actions at all levels of management and a low level of advancement.

The accomplishment of the stated purpose was possible due to the literature analysis and empirical research. The area of the research in 2013 involved 30 communes⁴ from the group with the highest ecological value in Lubelskie voivodeship according to the indicator developed by Danuta Guzal-Dec in the context of research concerning the ecological value of the rural and urban–rural communes of Lubelskie voivodeship⁵.

The diagnostic poll method was applied using questionnaire-based interviews. The research materials constitute 30 interviews with the village mayors and employees for environmental protection in the communal offices. The important sources of information were the local development strategies and the websites of the surveyed communes.

Organizational culture as a dependent variable

Many authors formulating definitions of organizational culture suggest such components as values, beliefs, practices, and principles that are common and widespread among the members of a particular organization⁶. One of the

⁴ A group of 30 local government units selected for the study: Janów Podlaski, Konstantynów, Józefów, Łukowa, Obsza, Dzwola, Janów Lubelski, Modliborzyce, Janowiec, Kazimierz Dolny, Wąwolnica, Kraśniczyn, Wilków, Dębowa Kłoda, Sosnowica, Stężyca, Lubycza Królewska, Susiec, Tarnawatka, Tomaszów Lubelski, Rossosz, Sławatycze, Urszulin, Włodawa, Adamów (zamojski), Krasnobród, Łabunie, Skierbieszów, Stary Zamość, Zwierzyniec.

⁵ D. Guzal-Dec, *Operacjonalizacja modelu Presja-Stan-Reakcja w badaniu cenneści ekologicznej gmin wiejskich na przykładzie województwa lubelskiego*, „Annual Set of the Environment Protection/Rocznik Ochrona Środowiska” 2013 No. 15(3), pp. 2925–2941.

⁶ V. Jaivisarn, *How organizational culture of Japanese multinationals in Thailand influences Japanese-speaking Thai employees' organizational commitment*, „Journal of International Business and Economics” 2010 No. 10(1), pp. 106–120; K. Singh, *Predicting organizational commitment through organization culture: A study of automobile industry in India*, „Journal of Business Economics and Management” 2007 No. 8(1), pp. 29–37.

most common definitions of organizational culture is the one proposed by E.H. Schein, who described it as a set of dominant values and standards of behaviour characteristic of a given organization, based on the assumptions about the nature of reality and manifesting itself through artefacts – external, artificial creations of a given culture⁷.

The complexity of organizational culture is reflected in the emergence of a variety of research trends. L. Smircich identified three basic trends, where the culture is treated as a dependent variable, an independent variable, or the basic metaphor of an organization. The first approach treats culture as one of the organizational resources and as such it may be subject to the process of management, in order to improve the efficiency of the system as a whole. Culture as an independent variable is identified with an intercultural approach. It is characterized as a dimension of an organization's environment and is not subject to its influence. The aim of management actions will be a proper adjustment of the system to the environment and the development of so-called cultural competence. The concept of culture as an indigenous metaphor is taken from the area of anthropology. Researchers representing the current research focusing on the human side of organizations investigate the activities of its participants through the prism of giving meaning to the reality. Culture is considered as a symbolic meaning⁸.

Organizational culture is determined by a combination of endogenous and exogenous factors. Internal factors are those related to the organization, that is, vision, mission, strategy, history, and above all creating a culture of people and their values, attitudes, needs, education, experience, and so on. The impact of the environment on the organizational culture is usually defined by social and cultural variables, economic and legal conditions, and national, regional, and local culture⁹.

The culture of local administration units is conditioned by the types of tasks performed, by the specificity of public services, and also by the change in the style of management resulting from social expectations. It must encourage the attainment of the objective of sustainable development of the region. Employees have a significant impact on the culture through their professional and life experiences, education, and preferred values. Also the style of governance has an influence on it¹⁰. The author of this study adopted the view that organizational culture is a resource that is subject to influence and

⁷ E.H. Schein, *Organizational Culture and Leadership*, 4th edition, San Francisco 2010, pp. 23–24.

⁸ A.L. Brenton, G.W. Driskill, *Organizational Culture in Action: A Cultural Analysis Workbook*, UK 2010, pp. 28–30.

⁹ M. Siemiński, *Kształtowanie kultury organizacyjnej przedsiębiorstw przemysłowych*, Toruń 2008, pp. 73.

¹⁰ J. Szaban, *Zachowania organizacyjne. Aspekt międzykulturowy*, Toruń 2007, p. 446.

formation in the management process. Local authorities (executive and legislative) determine the organizational culture of the communal offices in the process of operational management (the village mayor as the head of the process of human resource management) and in the strategic management process through implemented development policies.

Identification of pro-ecological organizational culture of the communal office

With regard to the competence possibilities of local communal authorities, the author identified the distinguishing features of pro-ecological organizational culture of the communal offices according to levels of management. At the strategic level, the culture is formed by:

- a strategy of sustainable development, the current zoning plan of the commune, an eco-physiographic description, and/or natural inventory;
- referring to the idea of sustainable development at the level of strategic records (mission/vision/objectives);
- creating the forms of nature protection;
- taking systematic measures aimed at developing the pro-ecological image of the commune, having a pro-ecological brand.

At the tactical level, pro-ecological organizational culture is determined by:

- the environmental protection programme;
- preparing the organization of the communal office to execute tasks related to the protection of the environment (providing appropriately qualified personnel having environmental education);
- implementing the standardized environmental management system;
- implementing innovative environmental technologies.

At the operational level, the manifestations of the development of pro-ecological organizational culture are:

- training the personnel and authorities in terms of the issues of environmental protection and functioning of protected areas;
- organizing lectures and training for councillors and village administrators on environmental issues by the communal offices;
- acquiring information on environmental threats and potential sources of social conflicts concerning the environment by the offices;
- supporting and promoting the use of local renewable energy sources by the inhabitants and entities operating in the commune by the offices;

- supporting and promoting ecological agriculture and measures to improve the condition of the soil, air, and water;
- promoting so-called public “green purchasing”.

Table 1 presents information on the existing characteristics of the pro-ecological organizational culture of the studied communal offices at the strategic level of management.

Table 1. The characteristics of pro-ecological organizational culture of the offices at the strategic level of management

| The characteristics of pro-ecological culture at the strategic level of management Commune | The strategy of sustainable development of the commune | The eco-physiographic description | The natural inventory | Referring to the idea of sustainable development at the level of the strategic records (mission/vision/ strategic objectives) | Creating the forms of nature protection | Taking systematic measures aimed at developing the pro-ecological image of the commune | A pro-ecological brand | A current zoning plan of the commune | The sum of indications of all the activities at the strategic level |
|---|--|-----------------------------------|-----------------------|---|---|--|------------------------|--------------------------------------|---|
| Janów Lubelski | 0 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 7 |
| Krasnobród | 0 | 0 | 1 | 1 | 1 | 1 | 0 | 1 | 5 |
| Kazimierz Dolny | 1 | 0 | 0 | 1 | 1 | 0 | 1 | 1 | 5 |
| Janów Podlaski | 0 | 1 | 1 | 1 | 0 | 0 | 0 | 1 | 4 |
| Józefów | 0 | 0 | 0 | 1 | 0 | 1 | 1 | 1 | 4 |
| Modliborzyce | 0 | 0 | 1 | 1 | 1 | 0 | 0 | 1 | 4 |
| Janowiec | 0 | 0 | 1 | 1 | 1 | 0 | 0 | 1 | 4 |
| Wąwolnica | 0 | 0 | 1 | 1 | 1 | 0 | 0 | 1 | 4 |
| Konstantynów | 0 | 1 | 1 | 1 | 0 | 1 | 0 | 0 | 4 |
| Włodawa | 0 | 1 | 1 | 1 | 0 | 0 | 1 | 0 | 4 |
| Kraśniczyn | 0 | 0 | 1 | 1 | 1 | 1 | 0 | 0 | 4 |
| Lubycza Królewska | 0 | 1 | 0 | 1 | 1 | 0 | 1 | 0 | 4 |
| Zwierzyniec | 0 | 1 | 1 | 1 | 0 | 0 | 1 | 0 | 4 |
| Wilków | 1 | 1 | 0 | 1 | 1 | 0 | 0 | 0 | 4 |

| | | | | | | | | | |
|------------------------|---|---|----|----|----|---|---|----|---|
| Łukowa | 0 | 0 | 0 | 1 | 1 | 0 | 0 | 1 | 3 |
| Tarnawatka | 0 | 0 | 0 | 0 | 1 | 1 | 0 | 1 | 3 |
| Urszulín | 1 | 0 | 0 | 1 | 0 | 0 | 1 | 0 | 3 |
| Stary Zamość | 0 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 3 |
| Obsza | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 1 | 2 |
| Łabunie | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 1 | 2 |
| Susiec | 0 | 0 | 0 | 1 | 1 | 0 | 0 | 0 | 2 |
| Adamów | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 |
| Rossosz | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 |
| Sosnowica | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 1 |
| Tomaszów Lubelski | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 1 |
| Skierbieszów | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 1 |
| Dzwola | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 |
| Sławatycze | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Dębowa Kłoda | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Stężycza | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| The sum of indications | 3 | 9 | 12 | 21 | 14 | 6 | 7 | 13 | |

Source: The author's own compilation based on the research.

The analysis of the actions undertaken at the strategic level of management, which are a manifestation of the development of pro-ecological organizational culture, allows it to be stated that there is serious negligence in the creation of development plans and inventory of local natural resources. In 13 communes, the current zoning plan was drawn for the whole territory of the commune. More than half of local governments did not have eco-physiographic descriptions or natural inventories. Only three communes prepared strategies for sustainable development. At the strategic level, the only positive aspect of this situation is that 21 general development strategies referred to the ideas and principles of sustainable development, which is visible in the formulas of the declared strategic objectives.

Respect for the principles of sustainable development, including the principles of prevention and intergenerational justice, is visible in the creation of the forms of nature protection. In 14 of the surveyed communes (46.7% of the total), the resolutions of the Communal Councils encompassed the objects and areas of natural value after 1990. Detailed information on the forms of protection created in this way is included in Table 2.

Table 2. Establishing the forms of nature protection by the local authorities (the Communal Councils)

| The form of protection | The number of communes | The number of objects/areas in the commune |
|----------------------------|------------------------|--|
| Nature monuments | 12 | 1-18 |
| Documentation sites | 1 | 1 |
| Ecological areas | 3 | 1-2 |
| Landscape-nature complexes | 7 | 1-3 |

Source: The author's own compilation based on the research.

In six communes (20% of the total), the representatives of the offices participated in competitions to promote the commune as the entity undertaking environmental activities. The reasons for the lack of participation in the case of other local governments, in the opinion of the office personnel, were a low level of human resources and financial constraints – the costs of participation in competitions. Low activity in taking long-term (systematic) actions serving the purpose of developing the pro-ecological image of the commune is reflected in the fact that few local governments have established a pro-ecological brand (seven indications).

All the surveyed communal offices provided the appropriate choice of personnel dealing with environmental issues in terms of education of the employees, but few offices (eight) had the possibility of creating an independent post for environmental protection. The tool for implementing the local environmental policy was the environmental protection programme in 26 offices. Thirteen offices have already implemented innovative environmental technologies involving saving energy and/or changing the energy carrier. The environmental management system has not been implemented in any of the surveyed offices.

Table 3. The characteristics of pro-ecological organizational culture of the offices at the tactical level of management

| Commune | The environmental protection programme | Creating a post for environmental protection | The office employees dealing with the issues of environmental protection with environmental education | Implementing the standardized environmental management system | Implementing the innovative environmental technologies | The sum of indications of all the activities at the tactical level |
|-------------------|--|--|---|---|--|--|
| Tarnawatka | 1 | 1 | 1 | 0 | 1 | 4 |
| Janów Lubelski | 1 | 1 | 1 | 0 | 1 | 4 |
| Janów Podlaski | 1 | 0 | 1 | 0 | 1 | 3 |
| Konstantynów | 1 | 0 | 1 | 0 | 1 | 3 |
| Sławatycze | 1 | 0 | 1 | 0 | 1 | 3 |
| Sosnowica | 1 | 0 | 1 | 0 | 1 | 3 |
| Urszulin | 1 | 0 | 1 | 0 | 1 | 3 |
| Józefów | 1 | 0 | 1 | 0 | 1 | 3 |
| Kraśniczyn | 1 | 0 | 1 | 0 | 1 | 3 |
| Tomaszów Lubelski | 1 | 0 | 1 | 0 | 1 | 3 |
| Krasnobród | 1 | 0 | 1 | 0 | 1 | 3 |
| Łabunie | 1 | 1 | 1 | 0 | 0 | 3 |
| Wilków | 1 | 1 | 1 | 0 | 0 | 3 |
| Janowiec | 1 | 1 | 1 | 0 | 0 | 3 |
| Wąwolnica | 1 | 1 | 1 | 0 | 0 | 3 |
| Rossosz | 0 | 0 | 1 | 0 | 1 | 2 |
| Dębowa Kłoda | 1 | 0 | 1 | 0 | 0 | 2 |
| Włodawa | 1 | 0 | 1 | 0 | 0 | 2 |
| Łukowa | 1 | 0 | 1 | 0 | 0 | 2 |
| Lubycza Królewska | 1 | 0 | 1 | 0 | 0 | 2 |
| Susiec | 1 | 0 | 1 | 0 | 0 | 2 |
| Adamów | 1 | 0 | 1 | 0 | 0 | 2 |

| | | | | | | |
|------------------------|----|---|----|---|----|---|
| Skierbieszów | 1 | 0 | 1 | 0 | 0 | 2 |
| Stary Zamość | 1 | 0 | 1 | 0 | 0 | 2 |
| Zwierzyniec | 1 | 0 | 1 | 0 | 0 | 2 |
| Dzwola | 1 | 0 | 1 | 0 | 0 | 2 |
| Modliborzyce | 0 | 1 | 1 | 0 | 0 | 2 |
| Kazimierz Dolny | 0 | 1 | 1 | 0 | 0 | 2 |
| Stężycza | 0 | 0 | 1 | 0 | 1 | 2 |
| Obsza | 0 | 0 | 1 | 0 | 0 | 1 |
| The sum of indications | 26 | 8 | 30 | 0 | 13 | |

Source: The author's own compilation based on the research.

Table 4. The characteristics of pro-ecological organizational culture of the offices at the operational level of management

| Commune | The characteristics of pro-ecological organizational culture of the offices at the operational level of management | | | | | | | | | |
|----------------|--|---|---|---|---|--|--|--|---|---|
| | Training the personnel in terms of the issues of environmental protection | Training the authorities in terms of the issues of environmental protection | Training the personnel in terms of functioning of the protected areas | Training the authorities in terms of functioning of the protected areas | Organizing lectures and training for councillors and village administrators on environmental issues by the communal offices | Acquiring information on environmental threats and potential sources of social conflicts concerning the environment by the offices | Supporting and promoting the use of local renewable energy sources by the inhabitants and entities operating in the commune by the offices | Supporting and promoting ecological agriculture or measures to improve the condition of the soil, air, and water | Promoting so-called public "green purchasing" | The sum of indications of all the activities at the operational level |
| Kraśniczyn | 1 | 1 | 1 | 1 | 0 | 1 | 1 | 1 | 1 | 8 |
| Janów Lubelski | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 0 | 8 |
| Modliborzyce | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 0 | 1 | 8 |
| Janów Podlaski | 1 | 1 | 1 | 1 | 0 | 1 | 1 | 1 | 0 | 7 |
| Konstantynów | 1 | 1 | 1 | 1 | 0 | 1 | 1 | 1 | 0 | 7 |

| | | | | | | | | | | |
|-------------------|----|----|----|----|----|----|----|----|---|---|
| Józefów | 1 | 1 | 1 | 1 | 1 | 0 | 1 | 0 | 1 | 7 |
| Łukowa | 1 | 1 | 1 | 1 | 1 | 0 | 1 | 0 | 1 | 7 |
| Stary Zamość | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 0 | 0 | 7 |
| Zwierzyńiec | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 0 | 0 | 7 |
| Rossosz | 1 | 1 | 0 | 1 | 0 | 1 | 1 | 0 | 1 | 6 |
| Sławatycze | 1 | 1 | 1 | 1 | 0 | 0 | 1 | 1 | 0 | 6 |
| Obsza | 1 | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 1 | 6 |
| Susiec | 1 | 0 | 1 | 0 | 1 | 1 | 1 | 1 | 0 | 6 |
| Tarnawatka | 1 | 1 | 1 | 1 | 1 | 0 | 0 | 1 | 0 | 6 |
| Urszulin | 1 | 1 | 1 | 0 | 0 | 0 | 1 | 0 | 1 | 5 |
| Włodawa | 1 | 0 | 1 | 0 | 1 | 1 | 1 | 0 | 0 | 5 |
| Krasnobród | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 1 | 5 |
| Dzwola | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 1 | 0 | 5 |
| Janowiec | 1 | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 5 |
| Kazimierz Dolny | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 4 |
| Wąwolnica | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 4 |
| Stężyca | 1 | 0 | 0 | 0 | 1 | 0 | 1 | 1 | 0 | 4 |
| Lubycza Królewska | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 1 | 0 | 3 |
| Adamów | 1 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 3 |
| Łabunie | 1 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 3 |
| Wilków | 1 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 3 |
| Sosnowica | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 0 | 2 |
| Tomaszów Lubelski | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 2 |
| Dębowa Kłoda | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 |
| Skierbieszów | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Suma wskazań | 28 | 21 | 24 | 19 | 13 | 11 | 19 | 12 | 8 | |

Source: The author's own compilation based on the research.

At the operational level, the most common manifestation of the development of pro-ecological organizational culture was training the employees and authorities in terms of issues of environmental protection and protected areas. Unfortunately, organization of lectures and training for councillors and village administrators on environmental issues by the offices was far less

common, with 13 indications. Offices supported and promoted the use of local sources of renewable energy by the inhabitants and entities operating in the commune relatively often, with 19 indications. The practical implementation of the principle of prevention entails gaining information on environmental threats and potential sources of social conflicts concerning the environment and promoting pro-ecological directions of management and environmental protection by the offices. Obtaining information about environmental threats and potential sources of conflicts was carried out by only 11 offices. Twelve declared support for and promotion of organic agriculture. The main reasons for the failure of promotion and implementation of organic agriculture were the assignment of competence in this field to other institutions, limited personnel, and limited financial capacity of the offices.

The studied communal offices rarely (eight indications) attempted to promote so-called „green public shopping.” Most often, the offices purchased eco-friendly stationary. In individual cases, they purchased vehicles run on biofuel and adjusted oil boilers to pellet fuel. Communal officials were reluctant to follow such actions, since the tender procedure was not obligatory for them.

Table 5 presents information on the state of advancement of pro-ecological culture according to the level of management.

Table 5. The state of advancement of pro-ecological organizational culture according to the level of management

| Commune | The state of advancement of pro-ecological culture according to level of management (number of activities) | | | | The sum of activities at all levels (maximum of 22) |
|----------------|--|----------------------------------|-------------------------------------|----|---|
| | Strategic level (maximum of eight) | Tactical level (maximum of five) | Operational level (maximum of nine) | | |
| Janów Lubelski | 7 | 4 | 8 | 19 | |
| Kraśniczyn | 4 | 3 | 8 | 15 | |
| Janów Podlaski | 4 | 3 | 7 | 14 | |
| Konstantynów | 4 | 3 | 7 | 14 | |
| Józefów | 4 | 3 | 7 | 14 | |
| Modliborzyce | 4 | 2 | 8 | 14 | |
| Tarnawatka | 3 | 4 | 6 | 13 | |
| Krasnobród | 5 | 3 | 5 | 13 | |

| | | | | |
|-------------------|---|---|---|----|
| Zwierzyniec | 4 | 2 | 7 | 13 |
| Łukowa | 3 | 2 | 7 | 12 |
| Stary Zamość | 3 | 2 | 7 | 12 |
| Urszulin | 3 | 3 | 5 | 11 |
| Włodawa | 4 | 2 | 5 | 11 |
| Susiec | 2 | 2 | 6 | 10 |
| Wilków | 4 | 3 | 3 | 10 |
| Rossosz | 1 | 2 | 6 | 9 |
| Sławatycze | 0 | 3 | 6 | 9 |
| Obsza | 2 | 1 | 6 | 9 |
| Lubycza Królewska | 4 | 2 | 3 | 9 |
| Łabunie | 2 | 3 | 3 | 8 |
| Dzwola | 1 | 2 | 5 | 8 |
| Sosnowica | 1 | 3 | 2 | 6 |
| Tomaszów Lubelski | 1 | 3 | 2 | 6 |
| Adamów | 1 | 2 | 3 | 6 |
| Skierbieszów | 1 | 2 | 1 | 4 |
| Dębowa Kłoda | 0 | 2 | 1 | 3 |
| Janowiec | 4 | 3 | 5 | 12 |
| Kazimierz Dolny | 5 | 2 | 4 | 11 |
| Wąwolnica | 4 | 3 | 4 | 11 |
| Stężyca | 0 | 2 | 4 | 6 |

Source: The authors' own compilation based on the research.

The manifestations of pro-ecological organizational culture usually appeared in the studied offices at the operational level of management. Thus, these offices reversed the natural direction of initiating the pro-ecological activities. Few communes exhibit the occurrence of the initial phase of development of pro-ecological culture (out of the total of 22 analysed differentiators, more than 50% took place in only 12 communes, and more than 75% took place in only one). The leading commune was Janów Lubelski, where pro-ecological activities forming organizational culture were undertaken consistently and in a comprehensive manner at all three levels of management.

Summary

The hypothesis formulated in the study has been positively verified. It has been shown that the formation of pro-ecological organizational culture by local authorities in the communal offices located in the environmentally valuable areas of Lubelskie voivodeship is characterized by a lack of comprehensive, coherent actions at all levels of management and low levels of their advancement. Implementing the concept of sustainable development in the communes that are of natural value in the environmental dimension requires changing the attitudes of local governments towards environmental problems in many areas of their activities in order to create pro-ecological organizational culture.

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