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BUSINESS ETIQUETTE AS A COMPONENT IN SHAPING ORGANIZATIONAL CULTURE

ETYKIETA BIZNESOWA JAKO ELEMENT KSZTAŁTUJĄCY KULTURĘ ORGANIZACYJNĄ

Abstract: This article explores the relationship between business etiquette and organizational culture – an area of considerable significance, yet one that remains insufficiently examined in research on organizational functioning. In the context of the contemporary economy, characterized by increasing competition, intangible assets – particularly human capital – play a crucial role in shaping both competitive advantage and the work environment.

The objective of this article is to provide a critical analysis of the influence that business etiquette exerts on organizational culture, under the assumption that it performs both a reflective and co-constitutive function in relation to organizational norms and values. The study defines both concepts and presents their interrelations based on selected theoretical models. Furthermore, it introduces practical tools that facilitate the implementation of desirable behavioral standards within organizational structures.

The research applies the method of critical literature review. On this basis, it identifies the key functions of business etiquette in the context of shaping organizational culture. The article concludes by identifying existing research gaps and advocating for further empirical studies focused on measuring the impact of business etiquette and its adaptation to emerging management models and intercultural conditions.

Keywords: business etiquette, organizational culture, business communication, organizational values, strategic management, netiquette

Streszczenie: W niniejszym artykule omówiono związek między etykietą biznesową a kulturą organizacyjną – obszar o dużym znaczeniu, który jednak nie został wystarczająco zbadany w ramach badań nad funkcjonowaniem organizacji. W kontekście współczesnej gospodarki, charakteryzującej się rosnącą konkurencją, aktywa niematerialne – w szczególności kapitał ludzki – odgrywają kluczową rolę w kształtowaniu zarówno przewagi konkurencyjnej, jak i środowiska pracy.

Celem niniejszego artykułu jest krytyczna analiza wpływu etykiety biznesowej na kulturę organizacyjną, przy założeniu, że pełni ona zarówno funkcję refleksyjną, jak i współkonstytutywną w odniesieniu do norm i wartości organizacyjnych. W badaniu zdefiniowano oba pojęcia i przedstawiono ich wzajemne powiązania w oparciu o wybrane modele teoretyczne. Ponadto wprowadzono praktyczne narzędzia ułatwiające wdrażanie pożądanych standardów zachowań w strukturach organizacyjnych. W badaniu zastosowano metodę krytycznego przeglądu literatury. Na tej podstawie zidentyfikowano kluczowe funkcje etykiety biznesowej w kontekście kształtowania kultury organizacyjnej. Artykuł kończy się wskazaniem istniejących luk badawczych i postulatem przeprowadzenia dalszych badań empirycznych skupiających się na pomiarze wpływu etykiety biznesowej oraz jej dostosowaniu do nowych modeli zarządzania i warunków międzykulturowych.

Słowa kluczowe: etykieta biznesowa, kultura organizacyjna, komunikacja biznesowa, wartości organizacyjne, zarządzanie strategiczne, netykieta

INTRODUCTION

In the contemporary world, the functioning of organizations is increasingly shaped by a complex and globalized competitive environment. This context necessitates continuous adaptation to dynamically changing market, technological, and social conditions. One of the key factors determining organizational effectiveness and the ability to sustain a competitive advantage is organizational culture, understood as a set of shared values, beliefs, norms, and practices that guide employee behavior and shape a unique organizational identity¹.

Among the primary aspects of organizational functioning are strategic planning and the implementation of technological innovations, which constitute fundamental elements of management. Equally important are soft skills, which enable coherent integration of organizational structures and operations. Within the category of soft skills, business etiquette holds a particularly significant and indispensable position. It is defined as a set of rules and behavioral norms regulating relationships both within the organization and between the organization and its external environment².

¹ E.H. Schein, P.A. Schein, *Organizational culture and leadership*, 5th ed., Wiley & Sons, San Francisco 2017, p. 18.

² K. Forst, L. Krzyżanowski, *Zarządzanie relacjami w organizacji*, PWE, Warszawa 2020, pp. 25-27.

The areas of business etiquette and organizational culture are closely interrelated, especially within global and intercultural contexts of organizational activity. In shaping organizational culture, etiquette plays a vital role in communication processes, in building the organization's image, and in reinforcing internal cultural cohesion. This is the case even though it is often perceived merely as a collection of conventional and accepted standards of politeness. Business etiquette includes both formally adopted behavioral protocols and informal rules of professional interaction that operate within the organization, shaping the quality of interpersonal relations and influencing the atmosphere in the workplace.

Etiquette not only reflects the dominant organizational norms and values but also actively co-creates the working environment, influencing employee attitudes, engagement, and their sense of belonging to the organization³. From this perspective, business etiquette should be regarded as a pragmatic dimension of organizational culture. It encompasses various communication protocols, rules and norms regarding preferred dress codes, precedence, conduct during professional meetings, and high standards of intercultural interaction⁴.

This article focuses on analyzing the impact of business etiquette on the shaping of organizational culture. The main objective is to emphasize the significant role of etiquette as an inherent element of the organizational cultural system, with particular attention paid to the identification of multidimensional interdependencies between these phenomena. The paper also proposes specific tools and strategies for supporting the implementation of business etiquette elements, treating them as a deliberate component of activities aimed at the effective development of organizational culture. Finally, key research gaps identified in the current academic discourse are outlined, and recommendations for future research directions are proposed.

BUSINESS ETIQUETTE – THEORETICAL PERSPECTIVES

In the reviewed literature, business etiquette is defined as a set of formal and informal rules that regulate behavior in professional environments. These norms encompass principles of interpersonal communication, personal presentation, dress code, forms of politeness, and the broader concept of organizational culture. It is crucial to clearly distinguish between professional ethics and etiquette. While the former focuses on moral values and principles of ethical conduct, etiquette pertains primarily to external forms and conventions that facilitate smooth, effective, and culturally appropriate interactions.

³ R.D. Putnam, *Bowling alone: The collapse and revival of American community*, Simon & Schuster, New York 2000, pp. 53-58.

⁴ M.E. Guffey, D. Loewy, *Business communication: Process and product*, 9th ed., Cengage Learning, Boston 2018, pp. 45-50.

Scholarly literature emphasizes the adaptive function of etiquette within organizations, particularly in the context of complex and multi-layered intercultural relationship structures. In this regard, etiquette should be considered a tool for facilitating management in multicultural organizations and for reducing tensions arising from differing value systems and communicative codes⁵. In the current era of globalization, which prioritizes international collaboration, etiquette becomes a key element in building mutual trust, eliminating misunderstandings, and preventing cultural conflicts⁶.

From a practical organizational perspective, business etiquette includes behaviors such as punctuality, appropriateness of communication forms, respect for organizational hierarchy, and adherence to environment-specific dress standards. The formation of these behaviors is influenced by cultural, generational, and technological factors. Such an approach requires a continuous search for balance between individual cultural norms and the dynamically evolving organizational expectations regarding professionalism and behavior aligned with corporate values⁷.

In public discourse, business etiquette is often reduced to a set of politeness rules. However, from an organizational standpoint, it fulfills an important strategic function. Forst and Krzyżanowski⁸ note that business etiquette constitutes a system of specific norms regulating individual and group interactions in professional environments. These norms encompass not only greetings and commonly accepted communication styles but also attire aesthetics, formal language, and the structure of both written and verbal interactions.

In this context, three core functions of etiquette should be distinguished:

- Communicative function – supporting effective information transfer, trust-building, and minimizing misinterpretations of messages⁹;
- Integrative function – facilitating the adaptation and socialization processes of new employees within the organization;
- Symbolic-image function – contributing to the consolidation of a professional and coherent image of the organization among both internal and external stakeholders.

Etiquette can also be interpreted as a system of semiotic signs that carry specific meanings in the communication process. Within this framework, three main dimensions can be identified:

⁵ S. Reynolds, D. Valentine, *Guide to cross-cultural communication*, 2nd ed., Prentice Hall, New York 2011.

⁶ R.R. Gesteland, *Cross-cultural business behavior: A guide for global management*, 5th ed., Copenhagen Business School Press, Frederiksberg 2012.

⁷ F. Trompenaars, C. Hampden-Turner, *Riding the waves of culture: Understanding diversity in global business*, 3rd ed., Nicholas Brealey Publishing, Boston 2012.

⁸ K. Forst, L. Krzyżanowski, *Zarządzanie relacjami w organizacji*, PWE, Warszawa 2020, pp. 25-27

⁹ M.E. Guffey, D. Loewy, *Business communication: Process and product*, 9th ed., Cengage Learning, Boston 2018.

1. Communicative Dimension – this includes not only the content of the message but also the manner of its delivery, creating a comprehensive network of signals such as:

- Verbal codes: the level of language formalization, the presence of specialized vocabulary or jargon¹⁰;
- Paraverbal codes: speech tempo, intonation, rhythm, pauses – which are particularly important in negotiations and presentations¹¹;
- Nonverbal codes: gestures, posture, facial expressions, eye contact, personal space management, and touch (e.g., handshakes) – all of which are strongly culturally conditioned¹².

2. Digital Dimension (Netiquette) – in the era of increasing digitalization of work, etiquette in digital environments takes on particular importance. This includes:

- Email correspondence rules: response time, greeting and closing formats, message layout¹³;
- Videoconference norms: camera use, appropriate background, microphone management, attire, punctuality;
- Corporate messaging and chat etiquette: availability status, communication style, response time, and tone—which all require professionalism, even in informal channels¹⁴.

3. Symbolic-Aesthetic Dimension – referring to visual and spatial elements that communicate organizational values and culture:

- Dress code: formal attire signals hierarchy and tradition; “smart casual” suggests flexibility and modernity; the absence of strict dress rules promotes creativity and openness¹⁵;
- Workplace space organization: open offices promote collaboration but may be perceived as instruments of control, whereas private offices symbolize status and hierarchical structure¹⁶;
- Time management: punctuality, meeting duration, and respect for deadlines – all are culturally interpreted (e.g., task- vs. relationship-orientation; see Hall¹⁷).

¹⁰ J. Holmes, *An introduction to sociolinguistics*, 4th ed., Routledge, 2013.

¹¹ W. Ury, *Getting past no: Negotiating with difficult people*, Bantam Books, New York 1991.

¹² E.T. Hall, *Beyond culture*, Anchor Books, New York 1977.

¹³ S. Taylors, *Email Essentials: How to Write Effective Emails and Build Great Relationships One Message at a Time*, Marshall Cavendish International (Asia) 2017.

¹⁴ S. Turkle, *Alone together: Why we expect more from technology and less from each other*, Basic Books, New York 2011.

¹⁵ D. Miller, *The Architecture of Simplicity*, “The Academy of Management Review” 1993, 18(1), 116–138, <https://doi.org/10.2307/258825>.

¹⁶ F. Duffy, *The new office*, Conran Octopus, London 1997.

¹⁷ E.T. Hall, *The dance of life: The other dimension of time*, Anchor Books, New York 1984.

In contemporary organizations, business etiquette is an indispensable element of effective organizational culture management, shaping employee behavior, building client relationships, and fostering the development of social capital.

BUSINESS ETIQUETTE AS A FOUNDATION OF ORGANISATIONAL CULTURE

Organisational culture constitutes a multidimensional and dynamically evolving system of values, norms, symbols, and behavioural patterns that shape the functioning of individuals and groups within the workplace. It plays a crucial role not only in everyday internal interactions but also in the long-term formation of the organisation's strategy, identity, and reputation. In this context, it serves as a significant backdrop for understanding and applying the principles of business etiquette. Thus, it is valuable to consider selected theoretical perspectives that conceptualise organisational culture.

The classical model proposed by Schein¹⁸ defines organisational culture as operating on three interdependent levels:

- The first level consists of artefacts, which are visible manifestations of culture such as office design, dress code, modes of conducting meetings, styles of electronic communication, rituals, and ways of celebrating success.
- The second level includes espoused values, referring to officially accepted organisational norms and beliefs such as openness, transparency, innovation, and customer orientation.
- The third level concerns basic underlying assumptions, understood as deeply embedded, often unconscious beliefs that influence how organisational members perceive and interpret reality.

Business etiquette, understood as a formalised set of norms governing interpersonal interactions, is primarily reflected at the level of artefacts. Practical applications – such as how guests are greeted, the structure of email communication, or the manner in which meetings are conducted – serve as outward expressions of organisational values and beliefs. However, their full comprehension is only possible within the context of deeper cultural determinants. For example, an organisation that declares inclusivity as a core value may cultivate etiquette that incorporates inclusive language and a feedback culture grounded in mutual respect.

Another relevant framework is the Competing Values Framework by Cameron and Quinn¹⁹, which classifies organisational cultures along two axes: internal vs. external orientation and flexibility vs. stability. Four distinct cultural types emerge, each corresponding to a different approach to business etiquette:

¹⁸ E.H. Schein, P.A. Schein, *Organizational culture...*

¹⁹ K.S. Cameron, R.E Quinn, *Diagnosing and changing organizational culture: Based on the competing values framework*, 3rd ed., Jossey-Bass, San Francisco 2011.

- Clan culture fosters informal relationships and a sense of community. Etiquette is based on empathetic, personalised communication and mutual support.
- Adhocracy culture is characterised by innovation and flexibility. Etiquette here tends to be unconventional, promoting rapid information flow and the reduction of hierarchical barriers.
- Market culture is focused on outcomes, efficiency, and competitiveness. Etiquette is formalised, highlighting precision, clarity, and professionalism.
- Hierarchy culture values stability, order, and structure. Etiquette reflects hierarchical relations, formality, and adherence to rigid procedures.

In each of these cultural contexts, business etiquette serves a different function: integrative, normative, supportive, or controlling.

The final model considered relates to national culture. According to Hofstede's, Hofstede and Minkov²⁰ cultural dimensions theory, national culture is strongly linked to dominant societal values. Consequently, the implementation of business etiquette principles should always be context-sensitive. Key dimensions influencing business etiquette include:

- Power distance: In high power distance cultures, the use of formal titles, protocols, and visible respect for hierarchy are expected.
- Individualism vs. collectivism: Collectivist cultures promote etiquette based on harmony and collaboration, whereas individualistic cultures emphasise autonomy and clarity of expression.
- Uncertainty avoidance: The higher the level of uncertainty avoidance, the stronger the emphasis on formalised rules and predictable procedures.

Understanding the interaction between these levels and dimensions enables the more effective implementation of business etiquette in both national and international organisational environments.

ETIQUETTE AS A STRATEGIC COMPONENT OF ORGANIZATIONAL CULTURE

Recent empirical studies²¹ indicate that an increasing number of organizations perceive etiquette rules as a significant and practical tool in achieving strategic organizational objectives. This trend is particularly pertinent in the context of the globalization of labor markets, the prevalence of remote and hybrid work arrangements, and the growing diversity of employee teams. These dynamics create a heightened demand for coherent and culturally aligned behavioral norms and codes.

²⁰ G. Hofstede, G.J. Hofstede, M. Minkov, *Cultures and Organizations: Software of the Mind, Intercultural Cooperation and Its Importance for Survival*. 3rd ed., McGraw-Hill Education Ltd, New York 2010.

²¹ E. Meyer, *The culture map: Breaking through the invisible boundaries of global business*, PublicAffairs, New York 2014.

When clearly defined and effectively implemented, business etiquette supports communicative transparency within the organization, facilitates the onboarding and adaptation of new employees, and reduces the risk of intercultural misunderstandings. Ultimately, this strengthens employees' sense of belonging and identification with the organization.

Etiquette standards are also gaining strategic relevance in digital work environments. The widespread use of electronic communication and the growing reliance on online meetings necessitate the development of new professional standards. These include clarity and conciseness in verbal exchanges, punctuality, appropriate visual presentation during video conferencing, and respect for others' time. The consistent application of these norms is no longer merely a matter of politeness – it constitutes a core element of systematized management of collaboration and trust within contemporary organizations.

Organizational culture establishes the framework within which all institutional activities occur, and business etiquette is an inseparable and integral component of that culture. Etiquette reflects prevailing values, supports the functioning of formal and informal structures, and contributes to the effective implementation of strategic objectives. Amidst rapid technological change and increasing workplace multiculturalism, business etiquette has evolved from being a set of outdated conventions to a vital managerial tool that fosters cultural development, strengthens institutional identity, and enhances internal and external communication effectiveness.

One of the fundamental organizational functions of business etiquette is its communicative role. This is manifested in the form of behavioral standards that regulate greetings, conversational practices, the use of polite forms of address, and non-verbal communication—including gestures, facial expressions, and eye contact. Though often informal, these elements significantly influence the quality of interpersonal interactions and the level of mutual understanding among employees²². In professional environments built upon teamwork and collaboration, clear and courteous communication norms serve as the foundation for effective team functioning.

The research conducted in this study confirms that organizations that emphasize adherence to well-defined etiquette principles – integrating them into their formal organizational policies – experience significantly fewer interpersonal conflicts, while reporting higher levels of employee satisfaction and psychological safety²³. Employees who can rely on predictable behavioral norms cope better with stressful situations and demonstrate a stronger sense of organizational identification.

²² P.G. Clappitt, *Communicating for managerial effectiveness: Challenges, strategies, solutions*, 6th ed., SAGE Publications, London 2016.

²³ A.C. Edmondson, Z. Lei, *Psychological safety: The history, renaissance, and future of an interpersonal construct*, "Annual Review of Organizational Psychology and Organizational Behavior" 2014, 1, 23–43.

Theoretical frameworks within organizational communication literature have long recognized the function of etiquette as an “uncertainty-reducing mechanism”²⁴. In environments characterized by high information density and ambiguous meanings, etiquette enables clearer interpretation of behaviors and messages. This, in turn, allows employees to better recognize others’ intentions, reducing the likelihood of misunderstandings and strengthening trust – a critical factor in the development of social capital²⁵. This function is particularly relevant in international teams, where cultural and linguistic differences may significantly influence the quality of collaborative processes.

Business etiquette also plays a key role in the socialization and onboarding of new employees. According to organizational socialization theory²⁶, new members acquire knowledge about organizational norms and values not only through formal onboarding processes, but also through daily observation of peer behavior. In this context, etiquette – serving as an outward expression of organizational culture – becomes an informal yet highly effective tool for acquainting employees with institutional norms and expectations.

Through standardized behaviors such as meeting protocols, guest reception practices, business dining conduct, dress codes, and correspondence style, etiquette functions as a “cultural map” of the organization. This helps new employees understand social expectations and reinforces their sense of belonging. In structurally complex organizations – particularly transnational corporations – etiquette plays a pivotal role in preventing cultural misunderstandings and reinforcing organizational cohesion²⁷.

Another important function of etiquette is its role in regulating relationships with external stakeholders. An organization’s behavioral norms for interacting with business partners, clients, and public institutions shape its external perception as a trustworthy and professional entity. Consistency in conduct, communication tone, and service quality fosters a coherent and predictable brand identity, enhancing the organization’s reputation and competitive positioning²⁸.

Companies that consciously invest in the development of business etiquette competencies – via training programs, coaching, or internal behavioral codes – are perceived as more mature and professional. This is especially true in sectors where interpersonal relationships are a key resource, such as banking, strategic consult-

²⁴ C.R. Berger, R.J. Calabrese, *Some explorations in initial interaction and beyond: Toward a developmental theory of interpersonal communication*, “Human Communication Research” 1975, 1(2), 99–112.

²⁵ R.D. Putnam, *Bowling alone: The ...*

²⁶ J. Van Maanen, E.H. Schein, *Toward a theory of organizational socialization*, “Research in Organizational Behavior” 1979, 1, 209–264.

²⁷ F. Trompenaars, C. Hampden-Turner, *Riding the waves ...*

²⁸ C.J. Fombrun, N.A. Gardberg, J.M. Sever, *The reputation quotient: A multi-stakeholder measure of corporate reputation*, “Journal of Brand Management” 2000, 7(4), 241–255.

ing, legal services, or premium customer service. Conversely, a lack of consistency in etiquette can result in cognitive dissonance among external stakeholders, potentially leading to a loss of trust or damage to the company's market reputation²⁹. Internally, etiquette serves a stabilizing function by reinforcing desired behavior patterns and increasing the predictability of interpersonal interactions. This reduces uncertainty in everyday professional exchanges, contributing to the creation of a secure and well-structured working environment³⁰.

The observance of business etiquette becomes especially important during transformational organizational processes, such as restructuring, mergers, leadership changes, or the implementation of innovation strategies. In such contexts, conscious etiquette management supports the formation of a renewed organizational identity³¹. A notable example might be the introduction of a new dress code³². Although such initiatives may appear merely cosmetic, they play a substantial role in shaping perceptions and reinforcing the organization's internal cohesion.

In conclusion, business etiquette plays a multifaceted role within the organization. It serves not only as a tool for effective communication and employee integration, but also as a mechanism for image-building and cultural stabilization and transformation. Its importance transcends formal politeness – it constitutes an integral element of organizational management amid complexity, change, and international cooperation.

THE RELATIONSHIP BETWEEN BUSINESS ETIQUETTE AND ORGANIZATIONAL CULTURE

Business etiquette, understood as a set of both formal and informal behavioral norms applicable in professional settings, functions not only as a mechanism for regulating interpersonal interactions but also as a vehicle for expressing and reinforcing the dominant cultural values and norms of an organization³³. Contemporary studies in organizational theory demonstrate that etiquette – similarly to symbols, rituals, or language – constitutes a component of the artifacts of organizational culture in the sense proposed by Schein³⁴, while simultaneously being both a product and a medium of that culture.

²⁹ D.A. Gioia, M. Schultz, K.G. Corley, *Organizational identity, image, and adaptive instability*, "Academy of Management Review" 2000, 25(1), 63–81.

³⁰ D.R. Denison, *Corporate culture and organizational effectiveness*, John Wiley & Sons, New York 2015.

³¹ J. Balogun, G. Johnson, *Organizational restructuring and middle manager sensemaking*, "Academy of Management Journal" 2004, 47(4), 523–549.

³² J.P. Kotter, *Leading change*, Harvard Business Review Press, 2012.

³³ J. Gajda, *Etykieta w biznesie. Między konwenansem a komunikacją*, Wolters Kluwer, 2016.

³⁴ E.H. Schein, P.A. Schein, *Organizational culture and...*

In this regard, the relationship between etiquette and organizational culture is dialectical. On the one hand, etiquette expresses deeper beliefs that are conveyed and consolidated by the organization (e.g., an orientation toward egalitarian collaboration or hierarchical structure); on the other hand, it actively shapes those beliefs through routine organizational practices³⁵. Cameron and Quinn³⁶ emphasize that the way etiquette norms and principles function within an organization serves as a key indicator of coherence – not only within the organization itself but also in terms of relationships with external stakeholders.

One of the primary aspects of business etiquette's influence on organizational functioning lies in its ability to enhance cultural coherence. The standardization of interpersonal interaction rules – such as forms of address toward superiors, greeting rituals, meeting protocols, or email communication style – helps reduce uncertainty and increase the predictability of behavior³⁷. As noted by Hatch and Cunliffe³⁸, shared etiquette practices operate as integrative mechanisms that support the internalization of organizational norms, fostering a sense of belonging and trust.

Etiquette's capacity to foster “psychological safety” – defined as the belief that one can express oneself without fear of negative consequences³⁹ – contributes to improved team collaboration and higher levels of employee engagement⁴⁰. However, the literature also warns against excessive formalism. Overly rigid etiquette norms may lead to organizational rigidity and cultural exclusion, especially in ethnically and nationally diverse environments, where expectations regarding communication styles or interpersonal behavior can vary significantly⁴¹.

In the literature on organizational leadership, the role of leaders as cultural “carriers of norms” is widely acknowledged as crucial⁴². Leaders shape etiquette practices through their daily decisions, actions, and modes of communication. Authentic and ethical leaders, for instance, who themselves consistently practice respect, transparency, and kindness, exert a powerful normative influence on team members, thereby fostering a culture rooted in trust and shared responsibility⁴³.

³⁵ M.J. Hatch, *Organization theory: Modern, symbolic and postmodern perspectives*, 4th ed., Oxford University Press, 2018.

³⁶ K.S. Cameron, R.E. Quinn, *Diagnosing and changing organizational culture: Based on the competing values framework*, 3rd ed., Jossey-Bass, San Francisco 2011.

³⁷ S.P. Robbins, T.A. Judge, *Organizational behavior*, 19th ed., Pearson, London 2023.

³⁸ M.J. Hatch, A.L. Cunliffe, *Organization theory: Modern, symbolic and postmodern perspectives*, 3rd ed., Oxford University Press, 2013.

³⁹ W.A. Kahn, *Psychological conditions of personal engagement and disengagement at work*, “Academy of Management Journal” 1990, 33(4), 692–724, <https://doi.org/10.2307/256287>.

⁴⁰ A. Edmondson, *Psychological safety and learning behavior in work teams*, “Administrative Science Quarterly” 1999, 44(2), 350–383, <https://doi.org/10.2307/2666999>.

⁴¹ P.B. Smith, M.F. Peterson, S.H. Schwartz, *Cultural values, sources of guidance, and their relevance to managerial behavior: A 47-nation study*, “Journal of Cross-Cultural Psychology” 2002, 33(2), 188–208, <https://doi.org/10.1177/0022022102033002005>

⁴² E.H. Schein, P.A. Schein, *Organizational culture and...*

⁴³ M.E. Brown, L.K. Treviño, D.A. Harrison, *Ethical leadership: A social learning perspective for construct development and testing*, “Organizational Behavior and Human Decision Processes” 2005, 97(2), 117–134, <https://doi.org/10.1016/j.obhdp.2005.03.002>

Etiquette also functions as a regulator of organizational communication, defining not only its form (formal vs. informal), but also the manner of emotional expression, delivery of criticism, and provision of feedback⁴⁴. In culturally competent organizations, communicative etiquette is deliberately adapted to the specific needs of intercultural teams, thereby enhancing collaborative effectiveness⁴⁵. Conversely, in organizations marked by low levels of interpersonal communication, etiquette that is inconsistent or undefined by specific rules creates confusion and leads to the dilution of cultural values. This supports the conclusion that the relationship between business etiquette and organizational culture requires a responsible, profound, and multidimensional approach.

Etiquette norms not only reflect the values, norms, and structures functioning within an organization but also actively shape them. As an integrative instrument, etiquette strengthens cultural coherence and facilitates communication and cooperation, particularly in complex and diverse work environments. The role of leadership is essential in modeling etiquette and flexibly adapting it to the organizational context, enabling the emergence of behaviors critical for building trust, engagement, and organizational effectiveness. Consequently, business etiquette should be recognized as a vital element of managing organizational culture, one that influences both everyday practice and the long-term identity of the organization.

TOOLS FOR IMPLEMENTING BUSINESS ETIQUETTE INTO ORGANIZATIONAL CULTURE

The implementation of business etiquette into the fabric of organizational culture constitutes a highly complex process that requires not only a systemic approach but also the active engagement of all organizational structures. Contemporary organizations operating in dynamic international environments must not only define the desired behavioral norms but also effectively introduce, reinforce, and monitor them internally. This process necessitates the use of various organizational tools, encompassing both formal and informal management mechanisms, all of which should foster the shaping of employees' attitudes, habits, and beliefs.

In this context, several key elements facilitate the effective integration of business etiquette into organizational culture:

One of the most important formal tools supporting the implementation of business etiquette is the code of ethics. These normative documents articulate a set of principles and values guiding employee behavior across all organizational

⁴⁴ S. Ting-Toomey, *Identity negotiation theory: Crossing cultural boundaries*, [in:] W.B. Gudykunst (ed.), *Theorizing about intercultural communication*, Sage Publications Ltd., London 2005, 211–233.

⁴⁵ B. Mazur, *Intercultural communication in business: Strategies and tools for effective interactions*, "Journal of Intercultural Management" 2019, 11(3), 41–56, <https://doi.org/10.2478/joim-2019-0020>.

levels⁴⁶. They typically cover areas such as internal and external communication styles, the conduct of meetings, appropriate language use, and dress code standards. A well-developed code of ethics not only specifies desirable behaviors but also explains their importance in the context of organizational strategy, brand reputation, and a culture of respect⁴⁷. It is worth noting that modern codes increasingly incorporate components such as inclusive communication principles and protocols for addressing microaggressions, while emphasizing politeness and constructive dialogue.

Training programs constitute another essential element in the implementation of business etiquette within organizations. These should form an integral part of employee soft skills development strategies. The purpose of such training should go beyond the mere transfer of theoretical knowledge about etiquette rules and instead focus on the practical development of interpersonal skills, empathy, and cultural intelligence—key competencies in organizations with diverse cultural and generational structures⁴⁸. Effective training programs should include behavioral simulations of challenging (e.g., stressful or unexpected) situations, allowing participants to apply acquired skills in real organizational contexts.

It is important to underscore that managers, as formal leaders, and opinion leaders within teams serve as the primary transmitters of organizational culture, including etiquette⁴⁹. The foundation of team-building lies in their communication style, attitudes toward colleagues, and reactions to impolite or unethical behavior. For this reason, a particularly effective strategy for implementing etiquette is values-based leadership, wherein leaders act as role models for etiquette-consistent behavior and promote a culture of respect, openness, and accountability⁵⁰. Research by Grojean et al.⁵¹ demonstrates that organizations whose leaders exhibit high alignment between declared and practiced values achieve higher levels of cultural coherence and employee engagement.

⁴⁶ M. Kaptein, *The effectiveness of ethics programs: The role of scope, composition, and sequence*, "Journal of Business Ethics" 2015, 132(2), 415–431, <https://doi.org/10.1007/s10551-014-2296-3>.

⁴⁷ L.K. Treviño, G.R. Weaver, M.E. Brown, *It's lovely at the top: Hierarchical levels, identities, and perceptions of organizational ethics*, "Business Ethics Quarterly" 2008, 18(2), 233–252, <https://doi.org/10.5840/beq200818214>.

⁴⁸ S. Ang, L. Van Dyne, C. Koh, K.Y. Ng, K.J. Templer, C. Tay, N.A. Chandrasekar, *Cultural intelligence: Its measurement and effects on cultural judgment and decision making, cultural adaptation and task performance*, "Management and Organization Review" 2007, 3(3), 273–323, <https://doi.org/10.1111/j.1740-8784.2007.00082.x>.

⁴⁹ E.H. Schein, P.A. Schein, *Organizational culture and...*

⁵⁰ M.E. Brown, L.K. Treviño, *Ethical leadership: A review and future directions*, "The Leadership Quarterly" 2006, 17(6), 595–616, <https://doi.org/10.1016/j.leaqua.2006.10.004>.

⁵¹ M.W. Grojean, C.J. Resick, M.W. Dickson, D.B. Smith, *Leaders, values, and organizational climate: Examining leadership strategies for establishing an organizational climate regarding ethics*, "Journal of Business Ethics" 2004, 55(3), 223–241, <https://doi.org/10.1007/s10551-004-1275-5>.

Another key tool derived from etiquette norms is the integration process in human resource management. This process encompasses the recruitment of new employees, the onboarding and assimilation of organizational culture principles, monitoring interpersonal respect and work style, and motivational systems (e.g., rewarding behavior that supports an etiquette-based culture through recognition or awards). Successful organizations integrate ethical values into employees' developmental goals, treating them as equally significant as performance metrics. A final element reinforcing the implementation of business etiquette involves the establishment of mechanisms for responding to breaches of etiquette standards. These include clear and accessible procedures for reporting inappropriate incidents (e.g., incivility, harassment), restorative mediation for individuals who violate established norms, and qualitative analyses of organizational behavior (e.g., politeness assessments). Importantly, organizational responses should be constructive and educational rather than purely punitive. The ultimate goal is to foster a culture of accountability and ethical reflection.

In conclusion, the implementation of business etiquette into organizational culture should be understood as a holistic process requiring coherence between declared values and operational practices. A high level of etiquette culture is not merely a symbol of professionalism or "good manners", but a strategic asset – influencing employee retention, organizational reputation, and the overall quality of collaboration.

RESEARCH ON ORGANIZATIONAL CULTURE AND BUSINESS ETIQUETTE: A LITERATURE REVIEW USING CRITICAL ANALYSIS

Research on business etiquette within the organizational context has largely concentrated on its practical application, aimed at directly improving the quality of interpersonal interactions, reinforcing professionalism, and fostering harmony in the workplace⁵². Despite these clear benefits, etiquette is often regarded – even in scholarly literature – as a secondary issue, subordinate to topics such as leadership, organizational structure, or employee motivation⁵³. However, a growing number of studies identify elements of etiquette that act as social catalysts in the context of building organizational cohesion, mitigating potential conflicts while reinforcing internal alignment⁵⁴.

Business etiquette is intrinsically linked to soft skills, particularly emotional intelligence and interpersonal competence. Etiquette training increasingly serves

⁵² P. Post, E. Post, D. DiGiulio, *The etiquette advantage in business: Personal skills for professional success*, 3rd ed., William Morrow, New York 2014.

⁵³ R.L. Daft, *Organization theory and design*, 12th ed., Cengage Learning, Boston 2016.

⁵⁴ E. Meyer, *The culture map...*

as a vehicle for the development of these skills, improving the quality of workplace relationships and contributing to a positive organizational climate⁵⁵. According to Earley and Ang⁵⁶, etiquette constitutes a behavioral manifestation of cultural intelligence, expressed through the capacity to adapt to the prevailing cultural context of the organization.

These connections emphasize the systemic influence of etiquette, which shapes and sustains the stability of organizational culture. Early frameworks of organizational culture, particularly those developed by⁵⁷ and Denison and Mishra⁵⁸, treated artifacts such as etiquette as secondary expressions of more deeply rooted organizational values and assumptions. However, advances in qualitative and empirical research have enabled etiquette to be repositioned at the center of academic discussions on organizational culture.

Representative analysis has shown that norms of politeness, protocol behavior, and expressions of respect function as fundamental mechanisms of organizational socialization. Such coherence plays a key role in reducing interpersonal conflict, increasing team effectiveness, and maintaining cultural integrity in organizations.

Smith, Peterson and Schwartz⁵⁹, in a study conducted in international corporations, demonstrated that business etiquette training enhances employees' interpersonal competencies, supports adaptation processes, and increases organizational identification. In high-pressure environments such as the financial sector, adherence to formal standards of etiquette is significantly correlated with employee perceptions of organizational professionalism.

Furthermore, the research conducted by Liao and Chuang⁶⁰ emphasizes that etiquette can be understood not merely as a practical operational tool but as a strategically significant component in managing organizational culture. Their analysis reveals that congruence between an organization's etiquette norms and its declared values positively affects perceptions of cultural coherence, thereby enhancing employees' intrinsic motivation and commitment.

Another key strength of business etiquette lies in its applied dimension, expressed in daily behaviors such as active listening, clear and unimpeded communication, ap-

⁵⁵ R.E. Boyatzis, D. Goleman, K. Rhee, *Clustering competence in emotional intelligence: Insights from the Emotional Competence Inventory (ECI)*, [in:] R. Bar-On & J.D.A. Parker (eds.), *Handbook of emotional intelligence*, Jossey-Bass, San Francisco 2000, 343–362.

⁵⁶ P.C. Earley, S. Ang, *Cultural intelligence: Individual interactions across cultures*, Stanford University Press, 2003.

⁵⁷ E.H. Schein, P.A. Schein, *Organizational culture and...*

⁵⁸ D.R. Denison, A.K. Mishra, *Toward a theory of organizational culture and effectiveness*, *Organization Science*, 1995, 6(2), 204–223, <https://doi.org/10.1287/orsc.6.2.204>.

⁵⁹ P.B. Smith, M.F. Peterson, S.H. Schwartz, *Cultural values, sources...*

⁶⁰ H. Liao, A. Chuang, *Transforming service employees and climate: A multilevel, multisource examination of transformational leadership in building long-term service relationships*, "Journal of Applied Psychology" 2007, 92(4), 1006–1019, <https://doi.org/10.1037/0021-9010.92.4.1006>.

appropriate turn-taking, and constructive disagreement⁶¹. According to Livermore⁶² and Trompenaars and Hampden-Turner⁶³, etiquette is not confined to formalized or superficial gestures but represents a deeper form of respect for others – an indispensable tool for building a constructive and respectful work environment.

It is particularly noteworthy that current literature underscores the alignment between etiquette and organizational culture as a mechanism for reinforcing psychological bonding within teams. Roberson⁶⁴ found that non-compliance with accepted norms of etiquette is often perceived as a violation of the organization's cultural standards, thereby undermining trust and damaging interpersonal relations.

In summary, the literature analysis clearly indicates that business etiquette – despite its intangible nature – is undeniably an integral component of organizational culture. It not only reflects core organizational values but also operationalizes them through everyday interpersonal interactions. Transparent and consistent etiquette norms support organizational coherence, build trust, and contribute significantly to the effective management of work teams.

THE IMPORTANCE OF BUSINESS ETIQUETTE FOR ORGANIZATIONAL EFFECTIVENESS

Business etiquette, in its unique scope, constitutes a significant and integral component of organizational culture. Despite often being treated marginally in scholarly discourse, it exerts a considerable influence on organizational functioning across operational, relational, and strategic dimensions. The intangible nature of etiquette principles goes beyond the conventional understanding of politeness or courtesy. Etiquette functions as a tool that strengthens internal cohesion, enhances external reputation, and supports the effective operation of the organization. Consequently, business etiquette serves an irreplaceable function as a mechanism that fosters organizational efficiency, cultural consistency, and employee professionalism⁶⁵.

Another important dimension of organizational culture influenced by business etiquette is its role in reinforcing the core cultural values of a given organization. It serves as a practical reflection of the principles and norms of conduct that are not only declared but also enforced in daily professional interactions. Behaviors consistent with etiquette – such as punctuality, the use of appropriate honorifics, and

⁶¹ D.C. Thomas, K. Inkson, *Cultural intelligence: Surviving and thriving in the global village*, 3rd ed, Berrett-Koehler Publishers, Oakland 2017.

⁶² D. Livermore, *Leading with cultural intelligence: The real secret to success*, AMACOM, New York 2015.

⁶³ F. Trompenaars, C. Hampden-Turner, *Riding the waves...*

⁶⁴ Q.M. Roberson, *Diversity in the workplace: A review, synthesis, and future research agenda*, "Annual Review of Organizational Psychology and Organizational Behavior" 2019, 6, 69–88, <https://doi.org/10.1146/annurev-orgpsych-012218-015243>.

⁶⁵ P. Post, E. Post, D. DiGiulio, *The etiquette advantage...*

maintaining a respectful tone in communication – help create a work environment conducive to organizational socialization, facilitate the adaptation of new employees, and sustain institutional identity⁶⁶.

Standardized principles of organizational etiquette contribute to improving the quality of interpersonal communication. Based on their empirical findings, Welch and Jackson⁶⁷ demonstrated that transparent internal communication—of which etiquette-based behavioral norms are an inseparable part – directly enhances trust, understanding, and organizational performance. Similarly, Smith, Peterson, & Schwartz⁶⁸ found that etiquette training programs significantly enhance employees' interpersonal competencies, both within the organization and in the context of intercultural relations.

Adhering to norms and standards of etiquette significantly contributes to the development of soft skills, which translate into a favorable perception of the organization by external stakeholders and business partners. Institutions and organizations that adhere to high formal and communication standards are perceived as more trustworthy and professional compared to those where such norms are weakly enforced. It can therefore be concluded that maintaining high standards of behavior, in accordance with business etiquette, promotes the development of long-term professional relationships and strengthens the positive image of the organization⁶⁹.

Etiquette-compliant practices can also enhance employee engagement and job satisfaction. The application of appropriate forms of courtesy and a culture of mutual respect promote the creation of a workplace built on support and recognition⁷⁰. Research indicates that employees who feel respected and work in environments with coherent social norms are more loyal and less prone to turnover⁷¹.

Another crucial element affecting organizational functioning – particularly under conditions of constant change in the business environment – is the role of etiquette norms in supporting organizational resilience. These norms act as stabilizers of interpersonal interactions, both internally and externally, and prove especially effective during periods of sudden change or crisis⁷². Maintaining high levels of professional conduct and respectful behavior contributes to the structural durability of the organization.

⁶⁶ P.C. Earley, S. Ang, *Cultural intelligence: Individual...*

⁶⁷ M. Welch, P.R. Jackson, *Rethinking internal communication: A stakeholder approach*, "Corporate Communications: An International Journal" 2008, 12 (2), 177-198.

⁶⁸ P.B. Smith, M.F. Peterson, S.H. Schwartz, *Cultural values, sources of guidance, and their relevance to managerial behavior: A 47-nation study*, "Journal of Cross-Cultural Psychology" 2002, 33(2), 188-208, <https://doi.org/10.1177/0022022102033002005>.

⁶⁹ P. Post, E. Post, D. DiGiulio, *The etiquette advantage...*

⁷⁰ Q.M. Roberson, *Diversity in the workplace: A review, synthesis, and future research agenda*, "Annual Review of Organizational Psychology and Organizational Behavior" 2019, 6, 69-88, <https://doi.org/10.1146/annurev-orgpsych-012218-015243>.

⁷¹ D. Goleman, *Working with emotional intelligence*, Bantam Books, New York 2000.

⁷² T. Sakikawa, *Organizational Resilience and Organizational Culture*, "Journal of Organizational Change Management" 2022, 13(2), 89-101.

The positive impact of etiquette rules on the external perception of the organization results from the fact that the organization adheres to high formal and communication standards. Such perception plays a key role in the long-term development of business relationships and strengthening the organization's favorable reputation.

Etiquette is also seen as a carrier of mutual respect, fairness, and recognition. It positively influences job satisfaction and employee engagement. Macey and Schneider⁷³ emphasize that organizational environments characterized by transparent and enforceable interaction standards promote a sense of belonging and loyalty among employees.

The operational dimension of etiquette is manifested in improved time management, more effective meetings, clearer division of roles and responsibilities, and reduced instances of interpersonal conflict⁷⁴. Standardized behavior and communication norms reduce the risk of organizational errors and facilitate faster decision-making under pressure. This is corroborated by Denison and Mishra⁷⁵, who found a positive correlation between strong organizational culture and high economic performance. A particularly important theme in the literature is the relationship between etiquette and organizational ethics. Etiquette-compliant behavior often coexists with high ethical standards and procedural fairness⁷⁶. Violations of etiquette norms – such as ignoring meeting protocols or failing to acknowledge colleagues' contributions – are perceived as breaches of fundamental cultural norms, potentially undermining morale and team cohesion⁷⁷.

In conclusion, business etiquette is not merely a form of politeness but a strategic instrument that supports organizational functioning across multiple dimensions: operational, communicative, cultural, and reputational. Its implementation and development should constitute an integral part of human resource management and organizational culture formation. Given the growing complexity of the workplace – driven by globalization, remote work, and digital transformation – the conscious shaping of business etiquette will continue to gain significance, both as a core employee competency and as a foundation of long-term organizational effectiveness.

⁷³ W.H. Macey, B. Schneider, *The meaning of employee engagement*, "Industrial and Organizational Psychology" 2008, 1(1), 3–30, <https://doi.org/10.1111/j.1754-9434.2007.0002.x>.

⁷⁴ S.G. Rogelberg, L.R. Shanock, C.W. Scott, *Wasted time and money in meetings: Increasing return on investment*, "Small Group Research" 2012, 43(2), 236–245, <https://doi.org/10.1177/1046496411429170>.

⁷⁵ D.R. Denison, A.K. Mishra, *Toward a theory of organizational culture and effectiveness*, "Organization Science" 1995, 6(2), 204–223, <https://doi.org/10.1287/orsc.6.2.204>.

⁷⁶ M.L. Gruys, P.R. Sackett, *Investigating the dimensionality of counterproductive work behavior*, "International Journal of Selection and Assessment" 2003, 11(1), 30–42, <https://doi.org/10.1111/1468-2389.00224>.

⁷⁷ P. Ruiz-Palomino, P. Zoghbi-Manrique-de-Lara, *How and when servant leaders fuel creativity: The role of servant attitude and intrinsic motivation*, "International Journal of Hospitality Management" 2020, 89(4), 715–729, <https://doi.org/10.1016/j.ijhm.2020.102537>.

CRITIQUE AND RESEARCH GAPS IN BUSINESS ETIQUETTE AND ORGANIZATIONAL CULTURE

In recent years, there has been a noticeable increase in scholarly interest in business etiquette within the field of management sciences. However, research conducted in this area still exhibits significant gaps. The identified limitations hinder both the consolidation of the concept's practical application in managerial contexts and the development of coherent theoretical models. Based on a literature review and recent empirical findings, the following key areas requiring further exploration have been identified:

First, there is a lack of quantitative measurement of the impact of etiquette on organizational effectiveness. Existing analyses have largely relied on qualitative approaches, which limits the ability to clearly establish causal relationships between the implementation of etiquette principles and organizational culture⁷⁸. For instance, the study by Liao and Chuang⁷⁹ demonstrated a correlation between a positive social climate and team performance. However, their research did not employ standardized measurement scales nor did it include longitudinal analysis capable of tracking changes over time. Moreover, there is a notable scarcity of studies incorporating key performance indicators such as employee turnover, engagement, or innovation⁸⁰.

Second, a research gap has been identified concerning the intercultural context of existing studies. According to Hofstede's, Hofstede and Minkov⁸¹ theory of cultural dimensions, etiquette norms must be adapted to the specific cultural conditions of organizations operating within unique national and organizational environments. There remains a significant lack of comparative and interdisciplinary studies that would illuminate how uniform etiquette principles are adapted across diverse international organizations⁸². This issue pertains particularly to empirical studies that describe the actual practices involved in implementing etiquette standards in the context of organizational management.

Third, a gap has been exposed in the role of technology and digital communication, which necessitates a redefinition of etiquette standards. The adoption of electronic communication channels – such as email, messaging apps, videoconferencing tools, and

⁷⁸ P.M. Podsakoff, S.B. MacKenzie, J.Y. Lee, N.P. Podsakoff, *Common method biases in behavioral research: A critical review of the literature and recommended remedies*, "Journal of Applied Psychology" 2009, 88(5), 879–903, <https://doi.org/10.1037/0021-9010.88.5.87>.

⁷⁹ H. Liao, A. Chuang, *Transforming service employees...*

⁸⁰ B. Kuvaas, *Work Performance, Affective Commitment, and Work Motivation: The Roles of Pay Administration and Pay Level*, "Journal of Organizational Behavior" 2006, 27(3), 365–385.

⁸¹ G. Hofstede, G.J. Hofstede, M. Minkov, *Cultures and Organizations...*

⁸² R.L. Tung, A. Verbeke, *Beyond Hofstede and GLOBE: Improving the quality of cross-cultural research*, "Journal of International Business Studies" 2010, 41(8), 1259–1274.

social media platforms – introduces new challenges, including those related to tone of communication, responsiveness, and emotional expression⁸³. It is worth emphasizing that the so-called “digital etiquette” is becoming a key element of organizational culture, influencing the level of trust and cooperation. Despite this, there is a dearth of research examining the consequences of the absence of such standards. For example, phenomena such as “phubbing” (ignoring one’s conversation partner in favor of a smartphone) are associated with reduced engagement and increased interpersonal tensions⁸⁴.

Fourth, another significant gap concerns the realm of individual perception and interpretative differences. The social construct described collectively under the term “etiquette” is interpreted in varied ways depending on individuals’ experiences, beliefs, and expectations. Although organizational culture often adopts unified norms, their reception can differ considerably, particularly in multigenerational or digitally diverse environments⁸⁵. There is a lack of research addressing the subjective dimensions of etiquette compliance, as well as the influence of demographic and psychographic factors⁸⁶.

Lastly, the final research gap pertains to the long-term effects of implementing etiquette principles. The dominant body of literature is heavily focused on short-term outcomes such as immediate changes in interpersonal behavior or team performance. However, there is a notable absence of longitudinal analyses capable of evaluating the lasting impact of such practices on organizational culture, morale, or reputation. It is important to remember that organizations are susceptible to so-called “cultural shocks” and that sustainable change requires a long-term, systemic approach.

In response to the aforementioned gaps, the following research directions are proposed:

- Development of quantitative methodologies – enabling the measurement of etiquette’s impact on organizational indicators (e.g., regression analysis, SEM models) and evaluation of implementation outcomes.
- Cross-cultural studies – allowing for comparative analyses of etiquette implementation in different national cultures, along with an exploration of adaptation mechanisms.
- Exploration of digital etiquette – emphasizing the need to develop standards for organizational digital communication and assess the effects of their absence (e.g., conflicts, alienation, reduced morale).

⁸³ D. Derks, A.H. Fischer, A.E.R. Bos, *The role of emotion in computer-mediated communication: A review*, “Computers in Human Behavior” 2008, 24(3), 766–785, <https://doi.org/10.1016/j.chb.2007.04.004>.

⁸⁴ J.A. Roberts, M.E. David, *My life has become a major distraction from my cell phone: Partner phubbing and relationship satisfaction among romantic partners*, “Computers in Human Behavior” 2016, 54, 134–141, <https://doi.org/10.1016/j.chb.2015.07.058>.

⁸⁵ T.W.H. Ng, D.C. Feldman, *The moderating effects of age in the relationships of job characteristics with job satisfaction and turnover intentions*, “Journal of Occupational and Organizational Psychology” 2015, 88(1), 1–5, <http://dx.doi.org/10.1093/workar/wau003>.

⁸⁶ A.N. Joinson, *Self-disclosure in computer-mediated communication: The role of self-awareness and visual anonymity*, “European Journal of Social Psychology” 2001, 31(2), 177–192, <https://doi.org/10.1002/ejsp.36>.

- Research on individual perception – involving in-depth qualitative and quantitative studies that analyze differences in the interpretation of etiquette norms depending on age, role, organizational culture, and work style.

The above-mentioned directions may provide a valuable foundation for advancing both management theory and organizational practice in the context of fostering ethical and sustainable workplace relationships.

CONCLUSION

The conducted analysis confirms that business etiquette constitutes an indispensable element in shaping organizational culture. By standardizing everyday behaviors and communication, it influences the construction of values that integrate employees and strengthen social bonds within the organization. Etiquette functions both as a tool for stabilizing internal relationships and as an instrument for the adaptation of new organizational members.

Leaders play a pivotal role in the effective implementation of etiquette, as they establish behavioral patterns through their own example. Furthermore, systematic training activities, communication efforts, and monitoring of organizational culture enable the reinforcement of desired norms and help prevent the emergence of negative phenomena, such as conflicts or toxic work environments.

In the era of globalization and increasing cultural diversity, business etiquette also serves as a bridge between various traditions and communication styles, supporting the creation of a cohesive and inclusive organizational culture.

This study provides a foundation for further research on the role of etiquette in the dynamically evolving work environment, particularly in the context of new employment forms such as remote work, and the impact of digital technologies on interactions among employees.

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