

CAUSES AND CONSEQUENCES OF ORGANIZATIONAL MISMATCHES

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Abstract: The aim of this paper is to show the causes and consequences of selected dysfunctional organizational mismatches. The problem of organizational mismatches concerns improper relations within an organization, as well as relations between the organization and its environment. The paper is based on interviews with entrepreneurs and managers and case studies. The analysis allowed us to identify strategic mismatches, such as the contradiction between the organization's vision and its strategic goals, the organization's mismatch with clients' expectations, or even conflicts and conflicts of interest between organizations and their strategic clients. A number of mismatches at the operational level have also been identified, such as disparities in the level of formalization between organizational subsystems, mismatches between the remuneration system and individual and group objectives, inconsistencies in the staff appraisal system and incentive instruments, and others. A number of inconsistencies between the strategic level and the operational layer of the organization have also been observed. The relationship between strategic and operational mismatches is two-way – mismatches in one area have a dysfunctional effect on another. They may result in a decrease in overall efficiency, a decrease in the development capabilities of the organization, conflicts, a decrease in revenues, or an increase in operating costs. In certain cases, very unfavourable image effects may occur. Well diagnosed organizational mismatches may constitute an impulse to restructure the company.

Keywords: organizational mismatches, dysfunctions, company value.

1. Introduction

Organizational mismatch is a problem faced by many, and perhaps most, organizations. It has a universal and timeless character. It refers to inappropriate relations between organizational subsystems. There are mismatches in all organizations, regardless of sector, legal form, or size. Mismatches have a dysfunctional impact on the organization's operations and cause the organizations to encounter barriers in development processes. The identification of

mismatches poses many problems of a diverse nature. They also concern fundamental issues – it is not clear whether there is a state of full matching, or whether in practice there are only minor or major mismatches. From the point of view of the axiology of the organization, assuming a praxeological perspective, it can be supposed that a mismatch occurs when its consequences significantly reduce the value by reducing the efficiency of the organization, determined by three basic values: effectiveness, benefit, and efficiency of action (Zieleniewski, 1969, p. 226-232; Kieżun, 2012, p. 16). The aim of this paper is to show the causes and consequences of selected dysfunctional organizational mismatches. The basis for writing the article was a qualitative study carried out in the form of case studies. The analysis of documentation and partially structured interviews were used to create them. Their aim was to identify and learn as deeply as possible about dysfunctional organizational mismatches. Dysfunctionality of mismatches manifests itself in different ways, but the common feature is their negative impact on the value of the organization. An attempt to recognize and organize them may, apart from their cognitive function, also have a practical meaning, as it might be the first step towards the reduction of their symptoms or even their elimination. The research is embedded in the neo-institutional approach.

2. Theoretical setting of the research

The concept of organizational adjustment is derived from general systems theory and contingency theory (Gadomska-Lila, 2013, p. 15). This trend includes the diverse research and considerations of numerous authors. The issue of fits and organizational mismatches is addressed by authors of more general theories such as P. Senge (Senge, 2002, pp. 33-34), H.A. Simon (Simon, 2007, pp. 96-100), W. Kieżun (Kieżun, 2012, p. 16), M. Gestmann (Gestmann, 2001), M. Guy (Guy, 1989), S. Robinson and R. Bennett (Robinson, Bennett, 1995), Y. Samuel (Samuel, 2010), M.F. Kets de Vries, M.D. Miller (Kets de Vries, Miller, 1984). Most researchers, however, focus their interest on the relationship between selected variables in a company or group of companies using statistical methods (Skiba, Saini, Friend, 2016; Chari, et al. 2017) or qualitative methods (Bundy, Vogel, Zachary, 2017; Heracleous, Werres, 2016; Samnani, Sigh, 2013, Solli-Saether, Karlsen, Van Oorschot, 2015).

The mismatches, depending on the assumptions made, can be analysed in the context of the ecology of the organization's population (Scott, 1992, p. 25), the life cycle of the organization (Samuel, 2013, p. 5), psychopathology (Kets de Vries, Miller, 1984) or using a systemic metaphor of the organism (Miller, et al., 1991). The achievements of the representatives of the diagnostic approach, which seeks and creates instruments for identification and analysis of mismatches in specific situational conditions (e.g. Launsby, 2016; Gouliemos, 2005), are also rich. This group of authors includes R. Stocki (Stocki, 2013), M. Gestmann (Gestmann, 2001),

M. Guy (Guy, 1989), as well as S. Robinson and R. Bennett (Robinson, Bennett, 1995), who created an interesting typology of abnormal organizational behaviours.

Among the studies on fittings and mismatches, there is a large group of papers addressing strategic fit and mismatch. According to some authors, a strategic scorecard (Hough, Liebig, 2013) may be a tool that can be used to increase the level of matching. Based on stakeholder theory, J. Bundy and others analyse the importance of matches and mismatches between the organization and its environment. (Bundy, et al. 2017). For example, L. Heracleos and K. Werres believe a strategic mismatch can lead to the collapse of a company, a process that usually starts with dysfunctional leadership and ineffective corporate governance. This situation, they hold, is conducive to risky strategic moves and negligence in the implementation of tasks, which in turn leads to a deepening of mismatches between the environment and the organization (Heracleous, Werres, 2016, p. 491). The importance of strategic adjustments is underlined by S. Chari et al. who claim that the consequence of changing marketing strategies may be a mismatch between these strategies and the support systems designed to implement these strategies (Chari, et al., p.129). Other authors focus on the consequences of mismatch between the systems for measuring and assessing behaviour and the strategic goals set (Melnyk, et al. 2014.) Strategic mismatch also results in unwillingness to share knowledge in the organization (Solli-Saether, Karlsen, Van Oorschot, 2015, p. 49). A. Samnani and P. Singh consider the issues of vertical and horizontal strategic mismatch between particular functions of social potential management, emphasising that the analysis can be conducted using universalistic, configuration and situational theories (Samnani, P. Singh, 2013). The importance of cultural mismatches is emphasised by J. Wu and Z. Ma, who analysed the functioning of Chinese entrepreneurs returning from abroad and concluded that they often have difficulties with reintegration into society (Wu, and Ma, 2018, p. 20). Dysfunctions of different types of organizational cultures are assessed by G. Fink, D. Dauber, M. Yolles (Fink, Dauber, Yolles, 2012). Cultural issues and barriers are also noticed by M. Friesl and R. Silberzahn, who studied coordination mechanisms in international corporations. They came to the conclusion that the application of some of the mechanisms results in dysfunctional mismatches and inconsistencies between the operations of the branches and the guidelines of the headquarters (Friesl, Silberzahn, 2017 p. 1709). In one of the cases presented in this paper, phenomena confirming the results of research of these two authors took place. Other studies also address the consequences of mismatches, including pathological and dysfunctional organizational behaviours. One such negative phenomenon is occupational burnout. Problems of professional burnout are studied by W. Awa, M. Plaumann and U. Walter (Awa, Plaumann, Walter, 2010), D.W. Chan (Chan, 2010), J. Halbesleben, H. Osburn, M. Mumford (Halbesleben, Osbourn, Mumford, 2006), and others. R.D. White sees as a source of dysfunction in the pursuit of excessive detail in the actions of managers and the mismatch between their behaviours and other systems (e.g. remuneration) and employee expectations (White, 2010).

The research underlying this paper falls within the scope of qualitative research and, similarly to the abovementioned concepts, explores the problem of strategic internal and external mismatches. However, the theoretical basis and the basis for the interpretation of phenomena is not the dominating situational approach, but the school of new institutionalism. The research is not based on a functionalist paradigm and does not aim at finding optimal solutions from the point of view of the organization. The aim is to identify mismatches and to search for their sources in the business, policy and organizational game systems, as well as the consequences of striving for internal and external legitimacy. This approach is relatively rare among researchers.

3. Methodology and methodological limitations of the study

The article is based on research conducted on organizational pathologies in the years 2014-2019. The research is within the interpretative trend. Their aim was to identify, learn and create an open catalogue of dysfunctional organizational solutions. Among the indicated issues, the causes and consequences of organizational mismatches were also examined. The analysis of these issues was prompted by the authors' many years of experience of working in organizational consulting, which has allowed us to see the long-term, serious, recurring problems faced by many organizations. The research was conducted with 51 specially selected entrepreneurs, managers and specialists of various levels. Amidst the interviewees, there were 12 entrepreneurs, 2 specialists working in international corporations, 1 specialist working in a housing cooperative, 6 officials (specialists and management) of a state certifying and controlling institution, and 30 managers at different levels. Betwixt the managers, there is a subgroup of 10 people who were at the same time entrepreneurs – those who were chairmen/women in their own companies. Among the interviewees were represented: healthcare, construction, retail trade, wholesale trade, property protection, footwear industry, power industry, municipal services, automotive industry, ground handling services in the aviation industry, state administration, and others. The group of interviewees was extremely diverse. Top-level managers dominated, but a large group were start-up owners and specialists. The respondents were very different because the researchers wanted to get the widest and most comprehensive overview of the problems. The length of interviews varied greatly and ranged from 30 minutes to 6 hours, but usually it was 1.5-2 hours. Interviews were recorded and transcribed. In addition, during each of the interviews, notes were taken by the researchers. The interviews were the first stage leading to the creation of the case studies. In the following stages, the organizational documentation was analysed and further interviews with other representatives of the organizations reviewed were conducted. Cases were analysed, among other things, from the point of view of organizational mismatches. In order to construct the case

studies, it was also necessary to deepen the material for analyses by triangulating data – for this purpose, organizational documents were assessed and interviews were conducted with other interviewees representing the organizations analysed in the case studies. The research methodology applied is characterised by the limitations typical for qualitative research. Firstly, the studies carried out are not representative and, therefore, there are serious limitations on the generalizability of the conclusions of the studies. Secondly, all organizational dysfunctions are a phenomenon characterised by strong subjectivism and, at the same time, they are an extremely delicate matter, both from the point of view of the researcher and the research participants. This also applies to the issue of organizational mismatches. Thirdly, the research was carried out in very diverse organizations in terms of legal form, sector, turnover, number of employees, etc. The information obtained was often interesting from the point of view of the researcher, but not comparable and difficult to verify. Among many of the analysed organizations, only a few of them agreed to further, in-depth research in the form of interviews with subsequent interviewees representing the organization and the analysis of documents. Fourthly and finally, in some cases, the rapid pace of external and internal changes led to a lack of stable organizational solutions, which makes it extremely difficult to analyse organizational matches and mismatches.

Despite the limitations mentioned above, the choice of the research methodology was deliberate and justified by the following factors. Firstly, surveys on all kinds of organizational irregularities often meet with reserve or even reluctance on the part of respondents. Many of them, for various reasons, do not want to criticise their employers. A conversation, even a recorded one, is more acceptable than a "permanent trace" in the form of completed questionnaires. Secondly, analysis of matches in many areas of the organization is more a matter of subjective assessments than objective data. Many areas under investigation are non-quantitative in nature, which excludes the use of classical measurement methods. The subjective and delicate character of the subject matter requires close interaction between the researcher and the interviewee. Thirdly, the difficulty in obtaining "sensitive" information forces the researcher to take an active stance. Some pieces of information are not obtained directly, while others evolve in context. Such close contact with the respondent is possible only during qualitative research. Fourthly, the research was also associated with the need to take into account the problems related to the analysed object. Large differences between the analysed entities give less scope for comparison, but allow the knowledge to be broadened. To sum up, a relatively broad group of interviewees and the application of the abovementioned triangulation of data in a multi-factor non-quantitative study of many organizations may provide nontrivial explanations of important organizational issues (Hensel, 2008, p. 139).

4. Analysis of cases

The interviews carried out allowed for the separation of several organizations that were subjected to further research. This paper analyses three of them. The first company (A) is a company dealing with ground handling of aircraft at several airports in Poland. The company employs several hundred people and, among other things, deals with ticket sales, check-in of people and luggage, transport of people and luggage to and from aircraft, loading and unloading of aircraft, cleaning of aircraft, etc. The pace and quality of the company's activities depend on, among other issues, the punctuality of air transport and its safety, because during the loading process, the company's employees must ensure the proper balance of the aircraft. The airports served by the company are among the largest and busiest. For several years now, the number of flights and passengers handled by the company has been growing rapidly. Competition in this market is limited and there is none at all at some of the airports served. A large part of the employees perform physical work related to baggage handling. At the same time, it is one of the key factors determining the satisfaction of passengers using airport services and carriers. The work of new employees requires training and an airport driver's licence. In addition, the largest airport served by Company A is adjacent to a military airport, which means that employees must obtain an appropriate "security certificate". It takes several weeks to get this. The wages of the core group of employees are relatively low – below the national average. The turnover of staff at this level is high and the work is perceived as hard and unattractive. The lengthy process of obtaining a "security certificate" further discourages candidates from working at the largest of the airports served. For the same reason, the company has problems with the possible search for employees among foreigners. A high degree of fluctuation also occurs at the highest management levels, where political factors play an important role. They are not always people who know the specificity of the company's industry. The management style of the company changes depending on the person in charge, but the basic core of employees feels undervalued. They complain about bad treatment by superiors, constant "blaming" them for all problems, and shortcomings in the company. This "blame-seeking" often results in redundancies and problems with recruiting new workers to replace those who have been made redundant. Important stakeholders of the company are the owners of airports with whom the company's relations are arranged differently – this is largely dependent on the personal relations of successive company directors with the management of individual airports. The company's customers are the airlines. Relations with airlines are also diverse, although relations with the most important carrier served are tense. According to respondents from Company A, this carrier, being under the "special protection" of the authorities, imposes unfavourable rates on the company and tries to use every opportunity to pass on part of the costs to Company A, including through constant attempts to calculate contractual penalties. Relations

with other carriers are better – for example, the company highly praises the cooperation with one of the largest low-cost carriers.

Company B is a representative of a large automotive concern. The company imports and sells new and used cars and spare parts for three brands. The company has been operating on the Polish market for almost 30 years. Cars and spare parts are sold to both fleet and retail customers through a network of in-house outlets and authorized dealers. The company employs about one hundred people, more than half of whom are office workers. Some employees are those who are self-employed, but their status differs little from that of salaried employees. The president of the company has always been a foreigner – directed to Poland by the headquarters. Initially, foreigners were part of the managerial staff, over the years, their share in the employment structure has decreased. Salaries are significantly above the national average. They vary widely and, with the exception of sales staff, there are no clear criteria for remuneration. The general rule, however, is that workers previously employed have higher salaries. There are also significant disproportions in salaries of particular levels of the organization. The office of chair is regularly rotated, with an average term of office of around three years. Usually, after the end of their term in Poland, the company's chairs take the position of the company chair in another country. In order to be transferred to an equivalent position in another country, a positive assessment of the person concerned by the company's headquarters is required. The criteria for vertical and horizontal promotion are unclear and undefined. The strategic goal of Company B is to be among the leading automotive companies on the Polish market. This goal has not been achieved since the beginning of the company's existence. The company's products are traditionally perceived as attractive in terms of design, but their reliability is much less appreciated. The company's repair service is assessed by many customers as unsatisfactory. The prices at which B's products are offered are generally higher than those of the competitors in relation to which B's products are positioned. Sales and market shares do not normally reach the levels set in Company B's strategy and annual objectives. In order to improve the company's financial results, adjustments have been and are being made. During the last ten years, the company has twice moved its headquarters to cheaper, but less prestigious locations. Employment has been reduced and many experienced, highly paid workers have lost their jobs. Some areas of activity have been outsourced, but it turned out that this did not bring the expected savings or improve the quality of the services provided. The promotional activities of the company are perceived as effective, but this does not usually translate into an increase in sales. As a result of the redundancies, some departments are overburdened with work and there is no clear definition of responsibilities for employees.

Company C is one of the most important networks of medical institutions. It includes outpatient clinics, as well as nursing homes, laboratories and hospitals. The company employs several thousand doctors and other healthcare professionals. The company's goal is to become a sustainable leader in medical services. Company C cooperates with the National Health Fund and provides some services within this framework. The National Health Fund is an important

stakeholder, but most of the services are paid for by patients or provided through subscriptions. Significant clients of Company C are employers who buy subscriptions for their employees. The prerequisite for the implementation of the strategy assuming an increase in market share is to expand the group of doctors working for or cooperating with the company. All companies operating in the sector, regardless of type and form of ownership, complain about their absence. This gives doctors a strong bargaining position in negotiations with Company C representatives. The company must accept the high requirements of physicians with regard to remuneration, as well as working hours and working conditions. There is a shortage of doctors particularly in the case of specialists, but many institutions also lack general practitioners. Due to very restrictive regulations, it is impossible to employ doctors from abroad on a larger scale. Company C's services are used by millions of patients annually. A significant proportion of them purchased (personally or through their employers) subscriptions for medical services. Patients without subscriptions pay a fee for each medical service. Although the company does not confirm this, there is a practice (at company C and all its large competitors) of favouring customers 'paying on the spot'. They can count on shorter and more convenient appointments. Patients with standard subscriptions sometimes have to wait several weeks or even months for an appointment with a specialist, sometimes in inconveniently located facilities. This causes irritation and definitely has a negative impact on the image of Company C not only among patients, but also among employers buying subscriptions. The company tries to solve this problem by establishing cooperation with a growing number of doctors and creating new facilities, but the number of subscriptions is growing even faster. Subscriptions differ in the range of services offered and the price. The price of the basic version of the subscription is quite attractive even for people with average earnings. Individual and institutional customers purchased several hundred thousand such subscriptions. Large organizations are important customers, but even the largest customers do not have great bargaining power in their relations with Company C. This results from the scale and scope of the company's activity. Company C is trying to cover as much of the country as possible with its facilities and they are located in almost all major cities. The company has a common IT system and database that records the history of all its customers. This is a great advantage for both individual and institutional clients. The increase in the wealth of the population increases the demand for non-public health care services. An opportunity for Company C and its competitors in the sector is also the ageing population and widespread dissatisfaction with the way the public health service functions. All this makes the demand for Company C's services high and stable with a slight growth tendency. Organization D is a state certification and inspection institution. It controls and certifies certain types of food and the raw materials used in its production. These checks are aimed at ensuring adequate food standards on the market. Control plans are drawn up annually for the whole institution and its individual regional branches. Checks may result in penalties being imposed on producers or traders of non-compliant foods. In addition, Organization D is entitled to grant the necessary certificates for food trade inside and outside the area of the

European Union. The organization is an element of a joint administration. The structure of the organization is relatively flat, with two levels reporting to the Director-General. Departmentalisation has been carried out on a geographical basis. In each voivodeship, there is a branch of the organization. Throughout the country, the organization employs several hundred people. A serious problem for Organization D is the uneven load of tasks of particular voivodeship branches. Each of the branches is financed at a comparable, but not identical level, but the burden on the individual branches is very different. The Mazovian branch is definitely the most burdened with tasks, which results from the large size of the voivodeship, significant agricultural production on its territory, and a large number of food trading companies. The Greater Poland and Lower Silesia branches are also overloaded above average. Taking into account the comparable budgets, the remaining, less busy branches are in a much more favourable situation. Paradoxically, in the least heavily burdened branches, employees who work there receive the highest salaries. Another serious problem in Organisation D is the very high fluidity of human resources, amounting to 25-30% in the most heavily burdened branches. It should be noted that the inspectors performing control and certification of production are very highly qualified employees. They must have a broad and interdisciplinary knowledge of biology, chemistry, commodity science, and law. In order to make their own decisions, they must successfully pass an exam on the abovementioned subject matter. At the same time, the very unattractive level of salaries not only results in numerous job losses, but also discourages new candidates. This is particularly true of the busiest branches. Preparation for the exam takes about a year, and the target high productivity is reached by employees after an average of two years of work. The average period of work at an inspector's position is not much longer. The result of such a situation is the creation of bottlenecks, overloading, delays, as well as an increasingly real risk of errors in issuing decisions. The management of the organization tries to counteract problems by temporarily moving employees between branches, purchasing portable electronic equipment and organizational improvements, such as introducing electronic workflows or installing specialized software. Salaries are also rising, but are still well below the national average.

5. Discussion of results

In all the cases analysed, both strategic and operational mismatches occurred, albeit in different forms and with different consequences. A common feature is the dysfunctional character of the analysed phenomena. In Company A, a strategic mismatch occurred at the junction of the organization and its environment. This confirms Bundy's view on the importance of matching strategy and environment (Bundy, et al. 2017). The activities of the company and its most important customers lack coherence, trust and – sometimes – willingness to cooperate.

Taking into account the informal protection of the state over one of A's key clients, its position in negotiations is weaker and often results in the costs incurred by this client being passed on to it. The strategic mismatch of Company B is visible in the area of company's vision and goals. The company continues to see itself as one of the largest and most important players in the market, while its pricing policy and unsatisfactory service are not consistent with the company's vision. The offer is perceived on the market as disproportionately expensive in relation to quality, so there is a market mismatch resulting in problems. Also, the foreign headquarters is more interested in the implementation of assumed and not very ambitious quantitative plans, and not interested in the position or perception of Company B on the market. This phenomenon appears potentially very serious. According to L. Heracleos and K. Werres, a strategic mismatch can lead to the collapse of a company, a process that usually starts with dysfunctional leadership and ineffective corporate governance (Heracleos, Werres, 2016, p. 491). In Company C, the imposed rapid development strategy and the desire to become one of the market leaders meets a serious resource barrier related to the shortage of doctors of all specializations. As a result, the bargaining position of doctors increases, and thus most often the costs of the company, and increasingly often there are cases of establishing cooperation with less experienced doctors or those with a worse reputation. A serious mismatch can be seen between the actions for the rapid development of the company and the simultaneous maintenance of a positive image. These shortages of doctors and preferences for customers who pay for services at the expense of subscribers seriously and adversely affect the image of the company. In Organization D, the strategic mismatch cannot be inferred directly from the strategic mismatch. It seems that this organization, which performs important functions from the point of view of the whole country, is relatively distant from the list of preferences of the superior and financing bodies – the voivodes. This may involve the organization's type of activity, which is national rather than regional in nature.

At the operational level, many mismatches have been revealed. This is in line with the observations of many other authors. An analysis of the organization-employee relationship from the point of view of the exchange theory reveals a certain conflict of goals, even if it is not as apparent as in the case of the first analysed level (Homans, 1967, p. 119, Stankiewicz, Moczulska, 2014, p. 392).

At the operational level in Company A, there is a clear mismatch between the remuneration system and the responsibilities of the employees. The way A's employees perform their tasks not only has a direct impact on passenger satisfaction, but also on their safety. Such responsible work is not properly remunerated, which in combination with the dysfunctional micro-management applied in the company adversely affects the quality of its work and financial condition. Company B, on the other hand, has relatively high salaries and considerable disproportions in the level of salaries, but there is no clear promotion policy, which results in behind-the-scenes games, intrigue, and, as a result, promotion of not always suitable employees to higher positions. In Company C, the operational mismatch is clear between the constant

shortage of the basic organizational resource of doctors and the need to work in accordance with corporate rules – time limit, the need to work in a complex IT system (especially in the case of older doctors). Organization D perfectly illustrates the relationship between mismatch at the strategic and operational level. The low level of material benefits, which seems to be a result of inappropriate management structure of the organization, is reflected in the mismatch between the level of remuneration and the rank of the tasks performed. To sum up, among the most important causes of mismatches, one should distinguish:

- Inadequate relations between the organization and its environment (conflicts with customers, wrong direction of financing),
- Unrealistic strategic assumptions (unrealistic level of objectives, lack of internal and external means to achieve the objectives),
- Inappropriate management and control systems (lack of response of the organization to emerging internal and external dysfunctions),
- Lack and inadequate allocation of resources (particularly visible at the operational level, although often due to strategic mismatches).

On the basis of the cases analysed, the most important consequences of mismatches include:

- Failure of the organization to achieve its objectives,
- Decreased employee motivation,
- High fluidity of personnel,
- Dissatisfaction of customers and business partners,
- Errors and deterioration in the quality of work,
- Increase in the operating costs of the organization.

6. Conclusion

Organizational mismatches are the subject of numerous publications, but remain an interesting research field. Today's organizations need to be flexible, combining the need for stability and repeatability with the ability to make rapid changes. In such circumstances, it is essential that all organizational subsystems are properly matched. In practice, it is easy to find the opposite phenomenon – dysfunctional organizational mismatches resulting in numerous problems, leading to a reduction in the value of the organization. The analysis shows that mismatches can occur at the interface between the organization and the environment and within the organization itself. Strategic mismatches create tensions at the operational level. However, the reverse relationship is also possible – numerous operational mismatches contribute to problems and dysfunctions at the strategic level. It seems that in the near future it will be useful to get to know the "contact" areas in the organization better, which will allow some of the most

common problems with organizational adjustment to be eliminated. The development of measures for subsequent consistency levels is probably a most difficult goal, mainly because of the above-mentioned systemic nature of the analysed levels. The consequences of the consistency and inconsistency of a specific level often materialize in distinct areas of operation of the organization; hence the limited application of measures related only to certain specific elements of the selected levels. The development of measures for subsequent consistency levels is probably the most important challenge for further research.

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