RELATIONS BETWEEN LEADERSHIP FEATURES AND ATTRIBUTES OF MANAGERS AND ORGANIZATIONAL RESOURCES OF SOCIAL CAPITAL IN ENTERPRISES

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Purpose: The paper presented concentrates on the illustration of the role of leadership in terms of creating the resources of social capital in an enterprise. The aim of this paper is to identify the impact of the features of the manager and his/her leadership attributes on the growth of the resources of social capital in enterprises.

Design/methodology/approach: The survey method was applied in the research with the following mixed techniques: CATI (Computer-Assisted Telephone Interviewing) and CAWI (Computer-Assisted Web Interview). On the basis of the method of random selection, a research sample encompassing 179 companies was created. The respondents were representatives of these enterprises, among others, personnel directors, HR department heads, while also HR specialists.

Findings: As a result of the research, an identification was made of the features of a manager that have the strongest impact on the resources of social capital, namely, the level of interest in enhancing the qualifications of the subordinates, while also being guided by ethical principles in relations with the subordinates, as well as the perception of trust as an important source of competitive advantage. Likewise, there is a definition of the relations between the leadership attributes associated with managing the organization, managing the personnel, trust and the creation of their own leader of the resources of social capital by indicating that the attributes associated with trust have the strongest impact on the majority of resources.

Research limitations: The acquired research findings with regard to their quantitative nature (survey research) constitutes the basis for the limited findings.

Practical implications: The research findings indicate the significant meaning of leadership in the process of developing the social capital of enterprises on the market.

Social implications: Drawing attention to the importance of leadership attributes in terms of creating social capital.

Originality/value: In a cognitive sense, the research findings lead to the familiarization with the role of a manager in social capital.

Keywords: organizational social capital, inter-group social capital, enterprise, organizational processes.

Category of the paper: Research article.

1. Introduction

The success in the contemporary economy, the success of an enterprise on the market is increasingly decided by intangible values. One of these is the skill of cooperation within groups and organizations with the aim of realizing common interests. This skill depends on the degree of which the particular organization acknowledges and shares sets of norms and social values. This constitutes the foundation of social capital which is a significant cultural value and economic value. The concepts of social capital are varied − at both the levels of conceptualization and operationalization. In analysing the various approaches, it is possible to group them as follows: firstly, as a theory of networks that indicates that social capital is in precise terms a social network, or in other words, a structure of relations between two or more participants (Coleman, 1988). Secondly, as a theory of criteria which claims that social capital refers to integrity, criteria and values embedded in the social network (Fukuyama, 1997). Thirdly, as a theory of collective properties which included the network, norms and trust facilitating coordination and cooperation on behalf of mutual benefits (Putman, 1994). Fourthly, as a theory of resources according to which social capital is the set of actual and potential resources that are associated with having a long-lasting network, while also more or less institutionalized relations based on mutual contacts and acknowledgement (Bourdieu, 1986). The afore-mentioned notions of social capital indicate its double nature. On the one hand, it may take on a particular shape and be used for the realization of egoistic individual and group interests. On the other hand, it may be used for supra-individual purposes in order to build social relations built on cooperation in which all partners and the society as a whole gain benefits.

Social capital relates to the potential tangible and intangible resources that a particular person may acquire by means of his/her social ties in the organization. Examples of tangible resources are those of money, taking care of matters for other people and even teaching other people how to implement a skill. Examples of intangible resources encompass offering emotional support, providing advice, sharing detailed information and presenting recommendations (Spottswood, Wohn, 2020).

In organizations, social capital has multiple advantages, one of which is the faster flow of information, knowledge about what results in the reduction of costs associated with the coordination of the realized goals. It determines the cooperation and communication between employees and facilitates the building of identity and trust within the organization. Likewise, it leads to the greater integration of employees and strengthens the ties between the enterprise as an institution and its employees. It also has an impact on the feeling of job satisfaction and loyalty of employees, while also facilitating the creation of ties and networks, streamlining the communication processes, strengthening flexibility, innovativeness and entrepreneurship (Chomiuk, 2016). In addition, it acts as a management tool that enables more efficient and

cheaper realization of the goals of the organization. In other words, social capital facilitates sharing knowledge, creating values, gaining a competitive advantage, while also better and faster operations, as well as further development of the organization (Salajegheh, Pirmoradi, 2013). Likewise, it enables mutual cooperation and coordination of units on behalf of common interests, while also facilitating common action.

A significant factor that has an impact on the level of social capital in an organization is that of the leader. Leaders that have charisma inspire their imitators and stimulate their minds and are frequently supportive of an open line of communication and share their new ideas in the firm (Becker et al., 2022), which is favourable to the building of social capital.

In this paper, both theoretical and empirical observations are developed with regard to the subject of the impact of leadership on social capital in an enterprise. The aim of research was to make two fundamental contributions in terms of the perception of the significance of leadership with regard to developing the resources of social capital. Firstly, the research serves to identify the features of the manager that have an impact on the creation of the resources of social capital in enterprises. Secondly, it also serves to illustrate the significance of leadership attributes of the manager in terms of creating the resources of social capital

2. Theoretical background

Analysis of the numerous papers relating to organizational social capital illustrates that it is difficult to formulate unequivocally the definition of this notion. Some authors concentrate on its social function. This is exemplified by Coleman (1988), where he stated that social capital relates to the social functions in an organization, such as trust, norms and networks that may improve the efficiency of society, as well as the organization by facilitating coordinated action. In their definition, Lean and van Buren (1999) place emphasis on social relations. According to them, the social capital of an organization may be defined as a resource that reflects the nature of social relations in the organization. The nature of relations is embodied by the level of orientation of the employees with regard to conducting common activities and the realization of common goals, as well as mutual trust. In turn, Inkpen and Tsang acknowledge resources as a significant element in their definition. According to them, social capital is *the aggregate of the available resources that are derived from the network of ties for physical entities or organizations. The members of the organization may avail of benefits from the resources derived from the network of ties in the organization, yet not necessarily participating in its development* (Inkpen, Tsang, 2005, p. 151).

Out of all these approaches, the resource approach is worthy of greater attention, whereby social capital in an organization is perceived to be as a group of existing or potential resources of a productive nature that are to be found in the structure of the organization (Skawińska,

2012). In accordance with this approach, organizational social capital may be defined as a resource that reflects the nature of social ties in an organization. The nature of ties is embodied by the level of orientation of the employees in terms of undertaking joint action and the realization of common goals, while also mutual trust (Lean, van Buren, 1999). In turn, Nahapiet and Ghoshal (1998) perceive social capital as *the actual and potential resources that are built in and available by means of and derived from the network of ties held by the unit or social unit* (Nahapiet, Ghoshal, 1998, p. 243). In the most general terms, it is possible to say that organizational social capital is the resource of an organization that is based on social ties connecting employees and creating the atmosphere of cooperation that is essential for the efficient realization of collective aims by the employees and the enterprise itself.

Salajegheh and Pirmoradi (2013) identified the principal resources of social capital in an organization, which is sometimes defined as social values, in the following manner: honesty, good relations, affinity, friendship, participation, etc. Hence, it is a group of valuable resources with the right social ties among the employee groups and the organization as a whole. They develop during the course of repetitive interactions between the parties involved, which leads to the development of the mutual goodwill, trust and friendship (Kale et al., 2000). Thanks to these resources, the ties between the members of the organization run more easily, faster and in this way helps them in the accomplishment of the common social aims.

In literature related to social capital, it is said that in an organization the key is to differentiate between internal and external social capital (Adler, Kwon, 2002). Internal social capital is included within the structure of the organization, in employee groups that generate internal cohesion, identity and social ties (Tsai, Ghoshal, 1998). They are characterized by the development of ties in the firm (e.g. between employees) (Shaw et al., 2005). However, external social capital is located outside the structure of the organization and is based on external networks and ties with entities from the external environment. External resources of social capital are reflected by the developed ties with entities outside the company, e.g. with clients) (Dyer, Singh, 1998).

The composition of internal capital consists of ties between the employees within an employee team and the inter-group ties that combine the members of various teams. The fundamental assumption of this approach is the conviction that involvement and participation in the organization may bring more benefits to both the organization and the participants. Hence, it is possible to agree with the statement of J.S. Coleman (1988), who opines that the skill of interpersonal cooperation within groups and organizations facilitates the realization of common goals. The perception of internal social capital of organizations is similar in the case of Bolino et al. (2002), according to whom, it occurs at the level of the orientation of the participants of the organization towards the common goal and shared trust, which creates values and supports the efficient collective action. Internal social capital is built by means of the repetitive interactions with co-workers that lead to the sense of familiarity amongst the co-workers (Huckman et al., 2009), while also more efficient

coordination and communication (Reagans et al., 2005). It also leads to the development of transactive systems of memory – the effective cognitive sense of what is happening in the group or the entire organization (Argote, Guo, 2016). This constitutes the basis for the development of capital that is specific to the team whose loss may have an unfavourable impact on the level of productivity of the employees (Jaravel et al., 2018).

Of all the factors influencing the level of social capital in an organization, leadership may be deemed to be the most important. Jiang et al. (2014), defined leadership as the process of a leader guiding the organizational members to practice the plans for changes and move toward the objective of changes. First of all, the leader establishes the direction with the aid of a drawn out vision and subsequently communicates with and encourages the employees to overcome the obstacles and to create cooperation with the aim of creating innovations (Duffy et al., 2012). Leadership has an impact on the development of social capital in a twofold manner, namely, by means of stipulating goals, structures and processes, while also taking everyday personnel decisions and communication with the subordinates. The personnel decisions are particularly conditioned by the values that are characteristic for the organization, which is favourable towards the creation of a good or bad vibe in the organization. The communication between the management and the employees also has an impact on the quality of social ties in the organization. Good communication between the manager and the employee team gives rise to positive ties. Elements of good communication are fast and reliable flows of information with regard to important organizational issues, effective feedback and the so-called "open ear" for co-workers. The indicator of leadership capital is the orientation towards the employees. A high level of orientation towards subordinates on the part of managers gives rise to the creation of positive emotions amongst employees, which evokes consequences in terms of increasing the efficiency of employees. Badura (2008) indicates that the orientation towards employees is illustrated by the level of interest in the personal issues of the employees and the perception of the individual achievements of the employees.

The orientation towards the employee is the basis of the styles of leadership, namely, ethical leadership, inclusive leadership and transformational leadership. Ethical leadership may be defined as *a demonstration of normatively appropriate conduct through personal actions and interpersonal relationships*, *and the promotion of such conduct to followers through two-way communication*, *reinforcement*, *and decision-making* (Brown et al., 2005). The term "normative appropriate behaviour" indicates a moral component for leaders which encompasses responsibility, honesty, credibility and sincerity (Piccolo et al., 2010). An ethical leader is a role model to follow and who inspires employees to develop positive attitudes and behaviour. An ethical leader initiates moral decision making on the part of the subordinates, while also pro-social behaviour and ultimately has an impact on the level of satisfaction, involvement and motivation of the employees (Grobler, Grobler, 2021). Likewise, he/she has an impact on the nature of work in the organization by placing greater requirements on the employees and simultaneously ensuring them greater autonomy, while also creating social ties based on trust

and psychological security, as well as creating the feeling of being appreciated thanks to the skills and performance achieved (Bahadori et al., 2021). Ethical leadership is an approach that may support the development of the social capital of the employees, which in turn may give rise to high returns, profits and benefits for stakeholders (Ullah et al., 2022).

Inclusive leadership relates to the leaders who illustrate openness and availability in terms of their interactions with subordinates. This is concentrated on the case whereby the subordinate feels that the manager is available, listens to him/her and pays attention to his/her needs (Carmeli et al., 2010). This places emphasis on the acceptance of the employees for what they are and by allowing them to contribute their own unique abilities and views, while also encouraging them to become involved in the organizational operations. The inclusive leadership plays an important role in making the best team, creating an environment in the workplace that enhances worker capabilities and contributing to company well-being (Sürücü et al., 2023). One of the characteristic features of the inclusive leader is the development of relations with the employees and stimulating relations between them, which causes the network of internal relations in the organization to become a valuable resource. Treating team members fairly, valuing different voices, and celebrating uniqueness are the behaviors that successful inclusive leaders exhibit and role models within the workplace (Cohen, 2023).

Transformational leadership is inspiring and leads people to greater accomplishments in the pursuit of high efficiency. Robbins and Judge (2015), claim that transformational leadership is a strategy applied by leaders with the aim of inspiring employees to come out of pursuing their own interests and has a profound and extraordinary effect on them. Thus, this style encourages employees to transgress the scope of professional requirements in order to be innovative out of their own initiative. This is why it requires visionary thinking and openness to ideas. Transformational leadership significantly influences the development of social capital in the organization (Chen et al., 2016). This, first of all, results from the fact that transformational leaders fulfil the role of those who are admired, trustworthy and respected managers, who inspire them to show behaviour that is in accordance with the high ethical and moral standards. Secondly, by preferring the individual approach to the team members, the transformational leaders improve the perception of justice with relation to the leader and the organization itself. Thirdly, transformational leaders inspire the subordinates to share information. Fourthly, they simulate cooperation thanks to establishing the norms of cooperation and open communication, which in turn, leads to the wider scope of exchanging information. Fifthly, they encourage the subordinates to focus on the creation of a common vision and the accomplishment of common goals.

From the perspective of social capital in an organization, it would seem that each of these styles is favourable towards its growth. Depending on the type of organization, its structure and internal circumstances, the managers should choose such a style of leadership that would be favourable towards the development of social capital.

3. Methods

Research on the impact of the features of the manager and the attributes of leadership on the resources of social capital was conducted in the largest enterprises chosen in Poland. Their goal was to find an answer to the following three research questions: *What is the scope of occurrence of the resources of social capital in large enterprises in Poland? What relations exist between the features of the manager and the resources of social capital? To what extent do the attributes of leadership have an impact on the creation of the resources of social capital in enterprises?* In order to answer these questions, empirical research was conducted, in which the survey method was applied. The research tool was a standardized survey questionnaire. The analysis of the enterprises involved the application of mixed techniques: CATI and CAWI, which constituted a database of 500 of the largest enterprises (according to the ranking of the portal called Rzeczpospolita). On the basis of the random selection method, a research sample encompassing 179 companies was created. As a result of the random selection method, a research sample was chosen according to the following parameters: the total population in general – 500, estimation error 6%, level of reliability 95%. A total of 74 manufacturing enterprises participated in the research, while also 35 trading enterprises, 25 service firms, 20 manufacturing-service enterprises and 25 manufacturing-trading enterprises. The respondents were representatives of these enterprises, among others, personnel directors, HR department heads, while also HR specialists. The selection of enterprises for research involved the application of the random selection method.

Results

The concept of organizational social capital is still poorly analysed in an empirical sense in Poland. There is a lack of knowledge on the subject of indicators that specify the resources of social capital in the organization. The author of this paper proposes the resource approach for the purpose of analysing social capital on the basis of the classification of the dimensions of social capital – structural, regulative, cognitive and behavioural. Theiss (2005), built indicators which facilitated the identification of the resources that include cooperation, solidarity, participation, loyalty and values. In Table 1, there is a presentation of the research findings on the resources of social capital in the analysed enterprises. One of the most important features, in the opinions of those analysed, was that of participation, which belongs to the structural element of social capital. On the one hand, it encompasses the sense of belonging of employees to informal groups, mutual informal contacts in the workplace, as well as taking part in integration events, while on the other hand, membership of trade unions. In this area, significant

differences exist in the degree of their assessment due to the type of business activities of the company. The attributes of this resource are the most highly rated in service and trading enterprises.

Another highly rated resource is that of cooperation, which is a component of behavioural social capital. Research reveals that this resource was most highly rated by the representatives of services and trading enterprises. The skill of cooperation depends on the degree in which the particular organization acknowledges and shares a set of norms and social values. Values constitute a significant resource of social capital as when it is shared by the members of groups, it facilitates cooperation between them. In the research, this resource was quite highly rated by the representatives of trading and services firms.

Loyalty belongs to the cognitive elements of social capital which encompasses social norms and values. It is evidenced by being loyal with regard to the firm and co-workers, while also the readiness to provide help for other colleagues at work, as well as keeping your word. In the analysed enterprises, this attribute was most highly rated in manufacturing and services enterprises, particularly loyalty with regard to the company where they work.

A component of regulative social capital is that of solidarity. In the analysed enterprises it is relatively lower in terms of evaluation when compared with the other resources. This particularly relates to the attribute of placing the common interest over your own, which is rated at a low level. The degree of occurrence of the attribute of solidarity is different depending on the type of business activities of the enterprises. Solidarity exists to the greatest extent amongst the employees of trading enterprises.

Table 1.
Evaluation of resources of social capital (in Mean)

Specification	Total	Enterprises		
		Manufacturing	**Services**	**Trading**
SCR - Cooperation resource	3,19	3,17	3,26	3,2
SSR -Solidarity resource	3,05	3,03	3,12	3,01
SPR - Participation resource	3.22	3,20	3,33	3,32
SLR - Loyalty resource	3,10	3,11	3,13	3,10
SVR- Value resource	3,14	3,14	3,29	3,18
Total social capital	3,14	3,13	3,23	3,16

Scale: 1 – I strongly disagree, 2 – I disagree, 3 – I neither agree nor disagree, 4 – I agree, 5 – I strongly agree.

Source: Author's own study.

Significant entities that operate on behalf of creating the resources of social capital are managers who create the conditions for strengthening the social ties between the members of the organization by means of passing on information, advice and social support (Burt, 1997). In the analysed enterprises, the respondents acknowledged the most important features to be keeping secrets, keeping your word, the conviction that the majority of people are open, respect for norms and values, while also the level of interest in enhancing qualifications on the part of the subordinates (Table 2). These are features associated with trust, which constitutes the basis for the manager-employee relations.

Table 2
Degree of the features of managers (FM) of the enterprises surveyed

Specification	Mean	Standard deviation
FM1 - They self-develop their knowledge	3.13	1.316
FM2 - They keep secrets	3.24	1.428
FM3 - They have a strong tendency to trust others	2.95	1.295
FM4 - They keep their word	3.20	1.379
FM5 - They think that most people are open-minded	3.19	1.276
FM6 - They have respect for norms and values	3.15	1.356
FM7 - They believe that trust is an important source of competitive advantage	3.12	1.347
FM8 - They enter into informal relationships with employees	3.12	1.285
FM9 - They limit contacts to immediate associates	3.08	1.205
FM10 - They are interested in the improvement of qualifications by their subordinates	3.18	1.327
FM11 - They are guided by ethical values in their relations with subordinates	3.11	1.319
FM12 - They help break down barriers to the implementation of innovation	3.12	1.365
FM13 - They are mentors for their subordinates	3.10	1.384
FM14 - They have the traits of a leader who supports innovation	2.99	1.317

Grading scale: 5 – to a very high degree, 4 – to a high degree, 3 – to a medium degree, 2 – to a low degree, 1 – to a very low degree.

Source: own research.

One of the aims of the research was the identification of the impact of the features of the managers on the development of the resources of social capital. For the purposes of evaluating this impact, the Spearman rank correlation coefficient was applied. Its magnitude illustrates the strength of the impact of the features of the manager on the resources of social capital. Analysis of the research findings reveals that the resources of cooperation are influenced by the following features of the manager: great inclination to trust, the level of interest in increasing the qualifications for the subordinates, respect for norms and values, keeping his/her word and keeping secrets. The resources of solidarity are influenced by the following: the level of interest in increasing the qualifications of the subordinates, providing help in breaking down the barriers in the process of implementing innovations and being a leader who supports innovation. The resources of loyalty are influenced by the following: the level of interest in increasing the qualifications of the subordinates, respect for norms and values, keeping secrets, the acknowledgement that trust is an important source of competitive advantage. The resources of values are determined by the following: respect for norms and values, the level of interest in increasing the qualifications of the subordinates, keeping secrets, being guided by ethical values in relations with subordinates and possessing the features of a leader who supports innovation. The resource of participation is influenced by the features of the manager: respect for norms, the acknowledgement that trust is an important source of competitive advantage and keeping his/her word.

By way of conclusion, the key features of a manager are the level of interest in increasing the qualifications of the subordinates, being guided by ethical values in relations with subordinates and perceiving trust as an important source of competitive advantage. Managers who possess these features support activities aimed at building the resources of cooperation and values.

Table 2.

Spearman correlation indicator between between features of manager (FM) and resources of social capital (SC)

	FM1	FM2	FM3	FM4	FM5	FM6	FM7	FM18	FM9	FM10	FM11	FM12	FM13	FM14
SCR	0,174 **	0,228 **	0,200 **	0,224 **	0,177 **	0,259 *	0,175 **	0,076	0,148 **	0,268 *	0,224 **	0,140 **	0,209 **	0,226 **
SSR	0,109	0,176 **	0,086	0,071	0,105	0,139	0,154 **	0,068	0,147 **	0,175 **	0,210 **	0,164 **	0,053	0,197 **
SPR	0,059	0,040	0,083	0,209 **	0,069	0,163 **	0,268 *	0,155 **	0,059	0,195 **	0,181 **	0,090	0,172 **	0,133
SLR	0,161 **	0,247 **	0,032	0,078	0,069	0,224 **	0,236 **	0,093	0,082	0,241 **	0,167 **	0,148 **	0,158 **	0,096
SVR	0,080	0,221 **	0,167 **	0,239 **	0,078	0,241 **	0,185 **	0,102	0,166 **	0,294 *	0,217 **	0,187 **	0,118	0,279 *

* $p < 0,01$, ** $p < 0,05$.

Source: own research.

A significant role in building the resources of social capital is played by the leadership attributes of the managers. For the purposes of measuring the leadership attributes in enterprises, a tool consisting of five dimensions was applied as follows: managing the organization, managing the employees and managing himself/herself (creation of self-leader), which was created by Paliszkiewicz et al. (2015), while also building trust in the organization. The research findings presented in Table 4 reveal that in managing the organization, the most important leadership attribute is the ability to shape the organization, people and the manager himself/herself in a positive sense by establishing the vision and translating it to the business strategies and the expected results. Likewise, the skill of implementing change in the organization is also important.

Table 3.

Leadership attribute – managing the organization (LAMO)

Specification	Mean	Standard deviation
LAMO1 - Managers make changes in the enterprises	4.49	1.882
LAMO2 - It is necessary for the manager to lead/manage innovation in the organization	4.40	1.980
LAMO3 - Managers in the enterprise can positively shape the organization, people, and themselves by setting a vision and translating it into business strategies and expected outcomes	4.59	1.918
LAMO4 - Managers respect values and respect diversity by including them in the organization. This inclusion ensures proper conditions for everyone to develop and work together to increase organizational effectiveness.	4.44	1.878
Total	4.48	1.985

Grading: 1 – I totally disagree, 2 – I mostly disagree, 3 – I partially disagree 4 – I neither agree nor disagree, 5 – I partially agree, 6 – I mostly agree, 7 – I totally agree.

Source: own research.

Leadership attributes have a varying impact on the resources of social capital. They have the biggest impact on the resource of cooperation, particularly the attribute associated with respecting values and respecting variety in the organization. Apart from this fact, there is a noticeable impact on the resource of loyalty, which relates to the attribute associated with the ability to shape the organization in a positive way. Apart from this fact, a significant impact is

exerted by the attribute of implementing change in the enterprise on the resource of values. In sum, a key attribute associated with managing an organization that has an impact on the resources of social capital is the respect for values and respect for variety amongst the employees and the general environment. This is favourable towards making new ties with external entities, e.g. external stakeholders of the organization.

Table 4.
Spearman correlation indicator between between leadership attributes associated with managing the organization (LAMO) and the resources of social capital

Social capital	LAMO1	LAMO2	LAMO3	LAMO4
Cooperation resource	0,182**	0,189**	0,199**	0,269*
Solidarity resource	0,145	0,092	0,231**	0,116
Participation resource	0,096	0,212**	0,057	0,244*
Loyalty resource	0,191**	0,084	0,213**	0,173**
Value resource	0,242**	0,168**	0,128	0,099

* $p < 0,01$, ** $p < 0,05$.

Source: own research.

Another group of leadership attributes is associated with managing personnel. Of all the analysed attributes, the respondents under analysis assessed the ability to build and maintain good relations with subordinates, while also the skill of using interpersonal communication with the aim of arousing employees to work effectively. Likewise, strengthening the power of employees to carry out the tasks allocated to them is a significant leadership attribute.

Table 5.
Leadership attribute – managing employees (LAME)

Specification	Mean	Standard deviation
LAME1 - Managers motivate employees to work more effectively and bring out the best in them	4.25	2.052
LAME2 - Managers empower/strengthen employees to perform their assigned tasks	4.51	1.867
LAME3 - Managers are good listeners and can calm others	4.44	1.878
LAME4 - A manager's interpersonal communication is essential to stimulate employees to work effectively	4.54	2.050
LAME5 - Managers can build and maintain good relationships with subordinates	4.59	1.938
LAME6 - Managers are not afraid of conflict: a manager's attitude should be to see conflict as something good and therefore should not avoid conflict	4.09	1.902
Total	4,40	1,953

Grading: 1 – I totally disagree, 2 – I mostly disagree, 3 – I partially disagree 4 – I neither agree nor disagree, 5 – I partially agree, 6 – I mostly agree, 7 – I totally agree.

Source: own research.

Leadership attributes associated with managing personnel have a varying impact on the resources of social capital (Table 5). The most important ties occurred between the leadership attributes and the resource of cooperation, whereas to a lesser extent between the resources of participation, loyalty and values. A detailed analysis of these relations facilitated the definition of their power. The most significant relations occurred between the resource of cooperation and the possession of the skills of building and maintaining good relations with subordinates,

the lack of fear of conflict and the acknowledgement that interpersonal communication is essential in order to arouse employees to more effective work. Apart from this fact, significant relations occurred between the resource of loyalty and possessing the skill of being a good listener and calming others down. There was also the observation of ties between the resource of skills and the lack of fear of conflict, while also the resource of justice and the acknowledgement that the interpersonal communication of the manager is essential in order to arouse employees to more effective work. Hence, the most important leadership attribute associated with managing personnel is the lack of fear of conflicts, which are an immanent part of every organization. The attitude of the manager that involves the perception of conflict as not only bad, but also something "good" strengthens the social capital, particularly the resources of cooperation and participation.

Table 6.
Spearman correlation indicator between leadership attributes associated with managing employees (LAME) and resources of social capital

Social capital	LAME1	LAME2	LAME3	LAME4	LAME5	LAME6
Cooperation resource	0,222**	0,180**	0,204**	0,247*	0,262*	0,252*
Solidarity resource	0,148**	0,116	0,065	0,202**	0,092	0,120
Participation resource	0,113	0,153**	0,156**	0,084	0,168**	0,202**
Loyalty resource	0,188**	0,116	0,225**	0,093	0,166**	0,102
Value resource	0,128	0,165**	0,167**	0,166**	0,132	0,178**

* $p < 0,01$, ** $p < 0,05$.

Source: own research.

Another analysed group of leadership attributes is the creation of the self-leader, who describes his/her ability to take responsibility for his/her past experiences and future aims, while also uses this awareness to create a positive version of himself/herself. Of the attributes associated with the creation of a leader, the analysed representatives of large companies rated self-awareness the most highly (awareness of your own weak sides and strong sides, while also readiness to improve the weak sides), the search for opportunities to continuously learn, while also to search for and use feedback from others at work.

Table 7.
Leadership attribute – self-creation of leader (LASC)

Specification	Mean	Standard deviation
LASC1 - Managers are based on principles and values when making decisions	4,48	1,906
LASC2 - A manager should be self-aware (know his or her strengths and weaknesses and be willing to improve the weaknesses)	4,58	2,030
LASC3 - Managers seek and use feedback from others	4,51	1,941
LASC4 - Managers know how to manage their time effectively	4,42	1.959
LASC5 - Managers seek opportunities for continuous learning	4,54	1,920
Total	4,51	1,948

Grading: 1 – I totally disagree, 2 – I mostly disagree, 3 – I partially disagree 4 – I neither agree nor disagree, 5 – I partially agree, 6 – I mostly agree, 7 – I totally agree.

Source: own research.

Leadership attributes associated with the creation of the self-manager is most strongly associated with the resource of cooperation, particularly the search for and use of feedback from employees. Apart from this fact, a significant impact was observed in terms of the leadership attributes on the resource of loyalty, particularly the attribute associated with knowledge of how to manage your time effectively. These attributes are most weakly associated with the resource of participation, as there was only an identification of a relation with taking decisions based on principles and values. By way of conclusion, the strongest impact on the resources of social capital was exerted by the self-awareness of the manager that was evidenced in terms of the familiarity with his/her weak and strong points, while also being ready to improve the weak points.

Table 8.

Spearman correlation indicator between attributes of a manager associated with self-creation (LASC) and resources of social capital

Social capital	LASC1	LASC2	LASC3	LASC4	LASC5
Cooperation resource	0,185**	0,251*	0,269*	0,275*	0,156**
Solidarity resource	0,132	0,211**	0,223**	0,145	0,188**
Participation resource	0,190**	0,117	0,060	0,090	0,136
Loyalty resource	0,107	0,184**	0,176**	0,346*	0,161**
Value resource	0,218**	0,203**	0,083	0,180**	0,158**

$* p < 0,01, ** p < 0,05$.

Source: own research.

Organizational trust is not a feature of an organization that arises from its very essence, thus it is necessary to build it in a conscious manner. In an organization, the most important entity that undertakes action on behalf of building organizational trust is the manager himself/herself. Simultaneously, it must be a person who generally arouses trust. Placing trust in him/her on the part of the employees is the basis for building the culture of trust in an enterprise. The manager running the organization or employee group should have the leadership attributes that are favourable towards the building of organizational trust. Research reveals that the most highly rated are the attributes of the manager such as: transparency in the behaviour of the manager, the existence of the attitudes of acceptance of others and an open mind, while also reliability in terms of activities.

Table 9.

Leadership attribute – building trust (LABZ)

Specification	Mean	Standard deviation
LABT1 - Attitude of partnership and understanding demonstrated by the manager builds trust.	4.42	1.959
LABT2 - Cohesion in taking decisions by the manager creates trust between the employees.	4.54	1.920
LABT3 - The displayed reliability and ethics by the manager develops and creates trust among the employees.	4.51	1.948
LABT4 - Honesty and adherence to the principles by the manager has an impact on the increase in trust between the employees.	4,51	1,99

Cont. table 9.

LABT5 - Attitudes of acceptance of others and an open mind demonstrated by the manager has an impact on the increase in the level of trust.	4,65	2,01
LABT6 - Displaying reliability in activities by the manager develops and creates trust among the employees.	4,55	2,05
LABT7 - Transparency in the behaviour of the manager is the key to building trust between the employees.	4,70	2,03

Grading: 1 – I totally disagree, 2 – I mostly disagree, 3 – I partially disagree 4 – I neither agree nor disagree, 5 – I partially agree, 6 – I mostly agree, 7 – I totally agree.

Source: own research.

Analysing the relations between the leadership attributes favouring the building of organizational trust and the resources of social capital illustrated significant dependencies, particularly with the resources of cooperation and loyalty, whereas to a lesser extent with the resources of justice. The resource of cooperation was most strongly influenced by the following: reliability in the activities of the manager, reliability and ethicality, while also demonstrating the basics of partnership and understanding. However, the resource of loyalty was significantly influenced by the attitude of partnership and understanding, while also transparency in terms of behaviour and displaying reliability in terms of the activities of the manager. In turn, showing reliability in activities, demonstrating the basics of acceptance of others and an open mind, while also displaying reliability and ethicality exerted an impact on the resource of solidarity.

Table 10.
Spearman correlation indicator between leadership attributes associated with building trust (LABT)and resources of social capital

Social capital	LABT1	LABT2	LABT3	LABT4	LABT5	LABT6	LABT7
Cooperation resource	0,275*	0,158**	0,276*	0,245*	0,190**	0,283*	0,161**
Solidarity resource	0,036	0,188**	0,247*	0,204**	0,236**	0,287*	0,193**
Participation resource	0,110	0,128	0,194**	0,216**	0,117	0,129	0,123
Loyalty resource	0,346*	0,164**	0,188**	0,193**	0,188**	0,200**	0,201**
Value resource	0,092	0,158**	0,122	0,122	0,210**	0,110	0,185**

* $p < 0,01$, ** $p < 0,05$.

Source: own research.

Discussion and summary

From the point Social capital is the important factor influencing the success of an enterprise on a competitive market as it facilitates the effective use of the employee potential and managerial staff. It is just as important as a type of capital in an enterprise as financial capital, or human capital (Kriesi, 2007). It is favourable towards building cooperation based on trust, while also leading to the faster flow of information, as well as the creation of knowledge and creativity, which results in the reduction of costs associated with the coordination and control of employees. Social capital also brings benefits to employees in the form of building ties with

other employees and the enterprise as an institution. A significant role in the process of creating capital is played by the manager. The degree of the occurrence of social capital in the organization depends on his/her skills and level of involvement.

The findings of the research conducted facilitated the acquisition of answers to the formulated research questions. Firstly, the research findings relating to the extent of the occurrence of the resources of social capital in the analysed enterprises indicate their average level of occurrence, while simultaneously the resource of cooperation existed to the highest degree, particularly its attributes, namely, sharing information, knowledge and learning from each other, while also applying knowledge from one area to resolve problems that appear in another area of the firm and the resource of participation, including the following attributes: creating informal groups based on cooperation and participation in integration events. The resource of social capital was most highly rated in services enterprises, in which the skill of cooperation is required and is based on solidarity and loyalty.

Significant entities operating on behalf of creating social capital in an enterprise are managers who have an impact on building positive social relations in the organization. The level of social capital depends on their level of involvement in the activities on behalf of the organization and trust with regard to other employees. Of the analysed features of managers, it was observed that respect for norms and values, while also being mentors for their subordinates, possessing the features of a leader who supports innovations, while also possessing respect for norms and values, as well as the conviction that the majority favour the realization of aims in enterprises that are oriented towards the building of the resources of social capital, particularly cooperation and values.

In activities on behalf of the creation of social capital in an organization, an important role is played by the leadership attributes associated with the management of the organization, management of personnel, building trust and the creation of the self-manager. In the analysed enterprises, these attributes had an impact on the majority of the resources of social capital, while simultaneously the power of this impact was varied. Of the leadership attributes associated with managing the organization, respect for values and respect for variety amongst employees had the most important impact on the resource of cooperation. This attribute strengthens the pursuit of expanding relations with new business partners. In turn, the most important leadership attribute associated with personnel management is the lack of fear of conflict. The skill of coping with conflict favours the building of the resources of cooperation and participation in the organization. However, the key attribute associated with the creation of the self-leader was the self-awareness of the manager that was evidenced in the familiarity with the weak and strong points, while also being ready to improve his/her weak points that first and foremost has an impact on the resources of cooperation and solidarity. The final group of leadership attributes was associated with trust. Of all these attributes the most important relation was the one observed between showing reliability in terms of the activities of the manager and the resources of solidarity and cooperation.

Research on the impact of leadership attributes on the resources of social capital displayed close ties with inclusive leadership, which had an impact on building positive relations between the team members of employee teams, as well as psychological strengthening and work performance (e.g. creativity, work efficiency, reduced staff turnover) (Randel et al., 2018).

The author of this paper wishes to indicate the limitation of the use of the research findings on the role of managers in terms of stimulating the resources of human capital in Poland. The research conducted with the use of the survey method was aimed at outlining the intricate problematic issue of the impact of leadership on creating social capital and constitutes a starting point in further research on the internal mechanisms of this impact. Further research on the impact of leadership on the development of social capital may adopt a longitudinal approach for the purposes of research.

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