

Presentation of the doctoral thesis

Managing organisational identity in the banking sector

Doctoral thesis advisor: prof dr hab Łukasz Sułkowski

The main objective of the work is to become familiar with, on the basis of a comparative analysis of empirical data, the benefits that are offered by building an organisational identity by a bank. By performing an in-depth analysis of the core of organisational identity in commercial banking, similarities, differences and dependencies were indicated among the constituent elements of such identity, i.e. the vision, the mission, the image and the organisational culture. Determination of mutual ties among these elements allowed for formulation of four types of identity: real, desired, perceived and group. This division has eventually shown the problem of instability of organisational identity, which is constantly changing, trying to become adjusted to the surrounding environment and progressing globalisation.

To meet the research objectives and to tackle the research problem, a functionalistic paradigm and a interpretive and symbolic paradigm were adopted with the use of mixed methods, combining methodology of quantitative and qualitative studies. This selection was not accidental as, on the one hand, identity is perceived as a phenomenon that may be measured, described and managed; on the other hand, identity is strongly related to participants of an organisation, as separate individuals and forming groups. In the case of quantitative studies, attention was focused on the analysis of texts and generally available documents, such as financial statements, issue prospectuses and press releases. In qualitative studies, questionnaires were conducted among bank employees and free structured interviews with former employees of the bank according to the guidebook written by the author of the study.

Most important study results show both the benefits offered by building an organisational identity by a bank and difficulties that may occur in the process of building such identity. The important role of members of the organisation in building the bank's reputation and trust to the bank has been shown. Attention was also drawn to the fact that the process of building organisational identity in a bank is strongly related to the process of competing with other entities operating at the market.

The study and its results did not offer a unanimous answer to the issue of identity's significance in banks. It turned out that the issue of organisational identity has not been exhausted and the core of identity – in this case in the banking system – is still being created and changed under the impact of globalisation, deregulation of economy and financial systems, development of technology, growing needs of clients and dynamics of modern social phenomena.

Izabela Wąs