

RELATIONAL CAPITAL AS AN INSTRUMENT OF INCREASING COMPETITIVENESS

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ABSTRACT

In the paper is made an attempt to provide analyses of theoretical fundamentals and principles of cross-organisational collaboration, collaborative advantage, and also of corporate social responsibility. It allows to know the essence of this notion in the context of increasing company's competitive advantage. Investigations show that organisational collaboration is becoming a universal instrument of pro-ethical management oriented to harmonisation of company's goals and objectives with justified expectations of external and internal stakeholders. It creates conducive circumstances to increasing competitive advantage of modern companies.

KEYWORDS: *competitiveness, relational capital, relationships, environment*

JEL CLASSIFICATION: *I250, M210*

1. INTRODUCTION

In an era of increasing competition, increasing uncertainty and turbulence of the environment, as well as the complexity and globalization - the organization must constantly adapt and improve its products. This is due to constant increasing expectations of the environment, specifically stakeholder to the organization. For their performance, the organization is forced to seek ways of achieving these expectations and to achieve long-term competitive advantage and competitiveness. The importance of resources for skills and organizational skills of the organization and its survival is the focus of theoretical resource management school. From the point of view of resource competitive advantage and competitiveness stems from the possession of the organization of resources that are unique not to replace the substitutes are classified nature and may be synergistic with respect to each other. Yes characterized resources are assets to the organization of the growth medium (Barney, 2001).

Knowledge becomes a factor in explaining economic growth and the wealth of the organization. Knowledge is the basis for improving the decision-making processes and the relationships between people in the organization, as well as their relationship with the environment. Knowledge allows you to react quickly to changes, predicting and anticipating actions of competitors, as well as taking action adaptation and corrective and remedial. This is possible thanks to the self-organization and learning across the organization. Knowledge allows organizations to translate strategic objectives into individual functional areas, further directs reconfiguration processes other resources, allows you to design the organizational structure, is a source of innovation, giving the opportunity to shape the competitive edge and competitiveness. However, the reliance by the organization on its own

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resources seems to be insufficient. Life of knowledge is in the era of increasing competitiveness significantly shorter. Rapid technological development, pervasive change makes knowledge resources are quickly outdated, and certain areas of the organization, which today are important for the business entity, tomorrow may be negligible. Our knowledge of the organization should be continually renewed by it, updated and modified, which determines its usefulness and value. Gain access to unique resources that the organization is unable to produce or acquire relationships allow organizations with the environment. Certainty of the organization increases with its ability to build new and maintain important relationships. Thus, appropriately shaped inter-organizational relationships make it possible to not only access to valuable resources, but also conducive to creating, connecting and exchanged resources, obtaining values for the entities involved in the relationship.

The purpose of this article is to present the category of relational capital as determinants of competitiveness of the organization. The article is divided into four parts. The first part was devoted to the essence of competitiveness. The second part presents the determinants of the competitiveness of the organization. The third part presents the concept of relational capital, presenting it as a multi-dimensional category forms the basis for a lasting relationship and generating value for each of the parties involved. The last part is devoted to assessing the importance of relational capital in creating competitive organization.

2. THE ESSENCE OF COMPETITIVENESS OF THE ORGANIZATION

The first attempts to define competitiveness was taken at the beginning of the twentieth century. In the United States. According to him competitiveness was analyzed taking into account the processes of globalization, the economic situation of enterprises, including the search for the most favorable conditions for the sale of products and services. Was understood as overcoming competitors by offering customers more favorable conditions. Currently competitiveness combined with features relativess an effective organization and a process in which it competes. So, being competitive means having the organization's ability to develop, taking into account the unique, different from competitors, resources. It is also the result of conscious identification, implementation, development, protection and benefit from these resources (Rindfleisch, Moorman, 2001).

Competitiveness in colloquial terms is associated with competition, constant struggle, the competition, the battle, but also the ability to produce selection or services meeting the requirements and expectations of the market while maintaining and widening income (Choi & Ng, 2011). As emphasized by M. E. Porter's competitiveness is also the ability to compete with other market participants. It is a term that is used to describe the company, its systems, sequences, resources, skills and management systems and their characteristics. The concept of competitiveness implies that it is formed by having the company capabilities and resources that allow the opposition to competition, to be attractive and market position and meet the needs of consumers at the highest level. It also allows organizations to gain competitive advantage and superior to competitors in efficiency and productivity. This concept involves creating a trend of sustainable development of the organization and realizing the benefits (Porter, 1992).

There are attempts to define the concept of competitiveness. They take into account different perspectives: mega, macro, micro. Definitions take account of the actual and potential customers and stakeholders. In addition, these definitions combine the features and characteristics of competitiveness, including: gradation, impermanence, relativity, variability over time (Table 1). By

other researchers and where you can contribute, what have you done, which method or tools you used, what are your results, what is new and good, what is not good.

Table 1. Selected definitions of competitiveness

Date	Author/authors	Definition
1992	M.E. Porter	Competition on a global scale to get a specific share of the world market, and obtain certain results with other operators in the local market. It is the primary objective of defining the strategy of its development
1995	M. Lubiński	Ability of the company to sustainable development in the long term, and desire to maintain and expand its market share
1996	D. Faulkner, C. Bowman	Having the skills the company become a leader in the industry
2001	M. Bednarczyk	Ability to meet competitors from local, regional, national and international
2002	M. Gorynia	Ability to compete, and so the action and survival in a competitive environment
2002	M.J. Stankiewicz	The ability to efficiently (in terms of effectiveness, the costs and benefits) for carrying out the purposes of competition on the market arena
2002	H.G. Adamkiewicz- Drwiłło	Property that determines the ability of companies to continuously creating trend of development, productivity growth and the effective development of markets in terms of competitors offering goods and services: new, better and cheaper
2006	D. Kołodziejczyk, M. Pawłowska	Feature relative, revealed by comparing, for example. Products (services) companies or countries. Skill and ability to compete, and as a result of these actions to survive in a competitive environment
2007	S. E. Urbanowska- Sojkin, P. Banaszyk, H. Witczak	Expresses the efficiency of the company with regard to the innovative and effective use of resources in the process of value creation, especially for customers, but also for other interest groups
2011	A. Adamik	The ability to build wealth and prosperity

Source: adapted from Adamik (2002), p. 16-17.

In the definitions of the reference elements are the characteristics of the object attributes of other objects. This means that the relative competitiveness is a trait whose importance implies some type of relationship linking the object with another. The competitiveness is important competitor, which is a point of reference. In this sense, competitiveness is thus the result of the organization's ability to acquire faster than competitors' knowledge, skills and competences. Competitiveness is a highly abstract concept, it is a feature attribute and the organization that results from its internal and external conditions. Competitiveness is a relative and can be used to describe the mutual relationship of the organization in the sector. It is assumed that competitiveness is a complex unit a variety of elements, an effect of many factors, both internal and external, including the benefit from unique resources and skills (Table 2).

Table 2. Components of competitiveness

Components	Definition
Potential competitiveness	Generally, tangible and intangible resources of the enterprise, key competences and abilities, allowing gain a sustainable competitive advantage
Competitive advantage	The effect of the effective use of components of the potential competitiveness of enabling the company to generate attractive market offer and effective instruments of competition
Instruments compete	Knowingly and intentionally used tools and methods to build customer equity and creating goodwill
Competitive position	The result achieved by the company to compete in a given sector, considered against the performance of competitors

Source: adapted from Stankiewicz (2000), p. 79.

Competitiveness is a multifaceted phenomenon. All components of competitiveness are closely linked and mutually penetrate. Competitiveness is the resultant of these elements and the effect of synergistic interaction of various instruments: the resources, skills, abilities. The competitiveness lies in its ability, stable development, the potential to create and develop productivity, maximize benefits and market value. The key determinants of competitiveness is primarily unique resources that contribute to strengthening the competitive position of the organization.

In the end, the organization has the ability to compete and efficient to compete with other organizations in pursuit of the objectives of the market. It is also assumed that the more competitive the market position of the organization is more and more serious. This is due to the fact that competitiveness allows the opportunity for safe and long-lasting performance in the long term. The functioning of such an organization is also less vulnerable to external stimuli and unfavorable market conditions (Edvinsson & Malone, 1997).

Shaping the competitiveness of the organization requires the formulation and launch competitive factors that the dynamization its value. To achieve a high competitive position is necessary awareness and knowledge of the factors that influence it. Competitiveness depends mainly on the resources and quality of school activities trigger synergies and the components and structure of the environment. Their mutual relationship has an impact on the course and effects of competition. The importance of the following elements: possession and management of intangible resources, in particular knowledge, creating innovative, relations based on the principles of partnership. They allow you to achieve beneficial results, for example. Extension audiences services, building their loyalty. Thus, all activities taking into account the competitive knowledge are aimed at increasing the shares, limiting the actions of competitors, improving human capital. This indicates that on shaping the competitiveness of the organization to decide resources valuable, rare, difficult to imitate, well-organized, flexible. One such resource is the knowledge possessed by the organization, including the knowledge and skills of employees.

2.1. Determinants of the organization's competitiveness

Activities of business has taken place in the economic and competitive, in which there is a wealth of factors influencing the rational strategy of the company. The competitiveness of the company is derived from the ability to use available resources in the process of acquiring the share of customers and creating intellectual capital. Should be understood as the result of multi-faceted conditions,

relationships and activities undertaken by the company. The competitiveness consists of four elements:

- potential competitive – generally tangible and intangible resources of an organization, key competencies, abilities that enable students to acquire permanent and difficult to undermine the competitive advantage over rivals
- competitive advantage – the effect of the effective use of competitive potential of the configuration components that allow organizations to generate attractive offer to the market and effective instruments of competition,
- instruments to compete – the conscious and deliberate use of tools and methods to build customer equity and create value to the organization,
- competitive position – the result achieved by the organization to compete in the sector, considered against the performance of competitors, the place on the scale of economic and non-economic benefits that the organization provides its stakeholders, as compared with sites occupied by competitors (Stankiewicz, 2000).

On building the competitiveness of the organization is affected by many factors. The key determinants of competitiveness of modern enterprises are interactive, are in fact weave interrelated factors that form a multi-dimensional space. They should not be seen as a single isolated variables, but as a set of interrelated elements that occur in the same time horizon and penetrate each other. This approach underlines the synergistic effect of their impact on the competitiveness of the company, confirmed in management practice (Fombrun, 1996).

Factors including external conditions are those that occur in the market environment and internal conditions inherent in the organization. Factors which have their source in the environment are independent of the organization, are largely derived from the policy of the state and market mechanisms, and are influenced by both the overall health and economic situation in the country and the world economic situation. On the other hand, internal factors are related to the actions taken by the company relate to its financial condition, owned material resources, intellectual capital, organizational structure, its development strategy, methods of management, entrepreneurship, innovation and quality of our products and services. We can say that the group is identified internal factors possessed by the company's strategic resources and the ability to use them to take effective action in response and reaction to the changes and transformations taking place in the external environment (Table 3).

Table 3. Factors of competitiveness

External	Internal
<ul style="list-style-type: none"> ▪ business environment ▪ political environment ▪ social environment ▪ economic environment ▪ technological environment ▪ international environment 	<ul style="list-style-type: none"> ▪ innovation ▪ technological advancement ▪ distribution network ▪ prices of products and services ▪ quality of products and services ▪ employees ▪ organizational culture ▪ own investments ▪ the ability to raise capital way of financing

Source: made by the author

Each organization works for the environment and is under its influence. The interactive nature of this relationship is manifested in the fact that the company on the one hand draws resources from the environment, on the other hand provides a setting relevant products or services in response to

the present market needs. In this process, are important internal factors of competitiveness, which include m.in.: attractiveness of our products, company management, entrepreneurship and innovation in management, core competencies, human capital, organizational culture, how to manage relationships with customers, the ability to implement its development strategy, the ability to build customer equity and creating intellectual capital, strategic alliances, distribution network, location of the business, property, technology, quality management systems (Maignan, Ferrell & Hult, 1999).

Currently distributes the belief that more and more companies are trying to create competitiveness based on the skillful use of knowledge and intellectual capital. Become more important elements such as image, integrity and credibility of the company, trust, knowledge of the brand, offering products that provide a bundle of value for customers and the skillful management of relationships with customers. So we have here both customers purchasing goods and suppliers of materials and semi-state organizations, local government and trade unions, companies competing existing and new entrants, in a word, the whole variety of external context of the economic organization maintains economic relations and competitive.

3. THE ESSENCE OF THE RELATIONAL CAPITAL

Relational capital refers to the value of the relationship between the firm and its environment (Burt, 1992; Burt, 2002). Relational capital can be business capital i.e. the value the relationship that the organization maintains with the main agents connected with its business processes, and social relational capital which the organization maintains with other social agents and its surroundings. The relational capital is defined as the organisational association with the internal and external stakeholders of a firm. These include customers, employees, suppliers, industry associations, stakeholders and strategic alliance partners of a firm. It is the value of the relationship between the firm and its business environment. The main indicators of which are reputation, strategic alliance, customers, suppliers and connection with other agents in the related market.

Relational capital stands for the external structure family of intangible assets, comprising stocks and flows of relationships to stakeholders, communities and the public, the firm reputation that can change over time and the value of relationships that can also partly be translated into legal property such as trademarks and brand names (Sveiby, 2001). Relational capital embodies relations of organisations to other corporate actors and stakeholders as well as factors of human and structural capital involved in the external networking of an organisation. Such relational capital factors strengthen the image and the competitiveness in the market (Wu et al, 2008; Zhang et al, 2008) and also attract qualified members to the organisation, thus contributing to the development of HC. Relational capital is primarily developed through interaction and networking. Thereby, in particular cultural knowledge contributes to the development of relational capital and vice versa. The cultural knowledge of organisations 'is based on traditions and beliefs of a symbolic reality and influenced by a broader cultural context as well as by individual and collective sense-making processes' (Vasileiadou, Missler-Behr, 2010).

The main theme of the relational capital is the level of mutual trust, respect and friendship which arises out of the close interactions between internal and external partners. Trust is supposed to be existing when one party has confidence in another partner's reliability and integrity. This is embedded in a particular exchange relation which becomes a fundamental basis of long-term relationships between partners. As such, in the context of internal and external stakeholders, it can be perceived safely that the enterprise's relational capital is represented by the relationships among employees and within the customers and suppliers of an organisation.

The relational capital includes company image, customer loyalty, customer satisfaction, and interaction with suppliers by the employee's negotiating capacity, distribution channels, supplier channels, licensing agreements, and franchising agreements in an organisation. Relational capital is

the knowledge accumulated by the firm as a result of its business dealings with the third parties and the potential for future knowledge accumulation as a result of such business deals. Its value to the firm is directly related with the length of relationship with the third parties connected with the organisation.

Relational capital involves issues such as trust, friendship and respect (Coleman, 1990). It is considered as the extent to which the partners feel comfortable and are willing to rely on trust in dealing with one another. For example, in a study on joint ventures of Büchel and Thuy (2001) identified two behavioral factors related to relational capital. Equity, understood as fair dealing including the sociological meaning of indebtedness and going beyond the economic/rational calculation of equivalence of benefits and a second factor referring to the quality of the relationship as the willingness of partners to commit to the relation.

Strong relational capital usually engenders close interaction between alliance partners, based on which alliance partners are able to conduct organizational learning, strong relational capital also provides effective channel for organizational learning. Strong relational capital is the basis of organizational learning. Strong relational capital makes aged alliance possible. That is, mutual trust, respect and friendship will lead to a long time cooperation. At the same time, although the possibilities of core proprietary lost to partner increases, the opportunism of alliance partners will be lowered down. Strong relational capital enhances attitudinal commitment. Attitudinal commitment is a kind of emotional or affective component. It means alliance partners have high psychological identification to the cooperation relationship. They intend to contribute a high level of importance and foster the relationship. This attitudinal commitment will also provide basis for effective organizational learning. Because of the inherent dependencies of alliance partners, the conflict is hard to avoid the perception of other alliance partners.

The essence of relational quality is that it is not only an important variable influencing alliance performance, but also depends on a number of identifiable factors, some of which can be managed consciously. Relational capital allows partners to rely on trust, but is seen to be broader than trust, it also encompasses, among other things, the compatibility of corporate cultures and the convergence of organizational characteristics. Strong relational capital usually engenders close interaction between alliance partners. It facilitates exchange of information and know-how across the alliance interface and builds in through a feedback pattern of a 'trust-cycle'.

The norm of reciprocity provides the basis for a theory of cooperation and is the basis of stable relationships. The norm calls for parties to help rather than harm those whose actions have benefited them. It also suggests that parties should respond in kind to those damaging their interests and thus an alliance partner's exploitation of the firm's cooperative behavior should not be tolerated. In addition, strong information sharing can signal trust and trustworthiness in alliance relationships. In related research, interviews with managers showed that trust signaling symbols can involve behaviors suggestive of openness and receptivity in communication patterns, fairness and discretion in interactions. Gradually, as each side deals repeatedly with their partner, suspicion declines and trust grows reciprocally (Johnson et al., 1996). This starts a process in which relational norms evolve. Relational norms are defined as expectations about behavior that are shared by a group of decision-makers and provide guidelines for the initial probes that potential exchange partners may make towards each other. Relational norms prescribe acceptable behaviour at the onset of inter-organizational partnerships, which, if considered equitable by partner firms, eventually lead to future expectations of trust.

Relational capital in the alliance is considered as the quality of the relationship that exists between alliance partners. It is through relational capital that the alliance is actually enacted and implemented. It facilitates exchange and transfer of information and know-how across the alliance interface (Kale et al. 2002). As in all business interactions, the building of relational capital depends on the partnering signalling to each other and the interpretation and response to this signalling.

3.1. Relational capital in creating competitive organizations

Entrepreneurs and managers make many efforts to effectively use the resources at their disposal, in particular those related to relational capital. Knowledge, skills, qualifications and abilities of both workers and management staff are required to obtain results in the sphere of our products, technology or organizational culture, including the creation of a positive image of the company and its relationship with the environment. With skillful use of relational capital components is possible the achievement of its objectives, including the creation of value for stakeholders.

The definition of relational capital is very roomy. Are located in the various aspects. Interest in this article is part of the relational capital in the creation of competitive educational institution X having its registered office in the province of Silesia. The school is located in a rural area. Research conducted by the author premises that guide the school in creating relational capital. Among them are listed:

1. First gain access to the market - parents often choose this school,
2. Increase the attractiveness of schools,
3. Creation of pedagogical innovation, organizational,
4. Shortening cycle innovate,
5. Raising funds,
6. Reducing costs,
7. Adapting to customer needs.

The object of the research was a primary school X, which has its headquarters in the country in the Silesian province. Currently, the total number of students attending classes at the facility is 96, of which 49 are girls and 47 are boys. The school operates a total of 18 teachers, including 10 full-time and 8 part-time. For one student falls 0.19 teachers. The ratio of teachers employed full time to teaching educators working part-time is 1.25. The school constantly develops relationships with customers, suppliers, co-operators. Cooperation with them is done in the form of leases, agreements or joint distribution with regard to networking. Permanent forms of cooperation with other entities based on signed long-term contracts. Herein are a variety of factors, ranging from economic factors, the increase in customer requirements and ending support skills. For schools it is important to listen to the voices of customers, constant maintenance and building relationships behind them - along with them and for them creates a product and a service. Other factors, such as. Local or regional not contribute to the development of cooperation with other companies.

In the process of data collection technique was used PAPI (Pen and Paper Interview), or direct interviews with the participation of the interviewer who reads the questions and records the respondent at the same time. The choice of such a technique was dictated by its relatively high efficiency, because respondents talking to the interviewer that they had before them, they feel highly motivated to give honest answers.

The research tool was a structured and standardized paper questionnaire to the school principal. The questionnaire contained questions both simple and conditional (asked in the case of a specific response to another question), duly instructions. According to company representatives, long-term cooperation agreements guarantee permanent access to innovation and the sharing of costs and risks of introduction and implementation of new solutions. Are of major importance as a variety of factors, ranging from economic factors, the increase in customer requirements and ending with support skills. For a company it is important to listen to the voices of customers, permanently maintaining and building relationships behind them - along with them and for them creates a product and a service. Other factors, such as. Local or regional not contribute to the development of cooperation with other companies. According to the director of the school: "every new venture for us is something inspiring and gives you a lot of joy. A lot of positive emotions provide us with international projects. We then have access to modern technologies and solutions.

"Within the framework of cooperation with various companies the school has established relationships in pursuit of the joint project.

The originator and the igniter start of cooperation in the framework of a joint project with rival was headmaster competitive. He asked with a proposal to create a joint project - a scientific conference. This proposal was crowned conference organization dedicated to education and education management. However, the director of the school could not justify the desirability of organizing such a conference.

Owned by the school relational capital components show a very large focus on continuous development and improvement. These are resources that are oriented to expanding their knowledge. It should first be mentioned: financial resources, organizational structure, knowledge, skills and competencies of scientific and technical personnel and management personnel, resources codified knowledge and personalized, relational resources and brand, image and reputation of the company, the customers and the companies cooperating. Condition of having them rated at a very high level. It should be noted that the school management are fully aware of the impact and importance of resources to the development of new technologies and the development of innovation. The resources contribute to the sharing of costs and the risk of introduction and implementation of new solutions. In addition, a resource increases the chance of access to the market, expanding the scale of operation, strengthens the position against competitors, reduced transaction costs (Table 4).

Table 4. Rating relational capital components because of the importance for the competitiveness of the school, the state of their ownership, originality and accessibility

Relational capital components	Importance for the competitiveness	Shareholding	Originality	Availability
Image and market value	strong	high	moderate	high
Satisfaction and customer loyalty	strong	moderate	moderate	moderate
B2B relationships	strong	high	high	high
Relationships in distribution networks	strong	high	high	high
Relationships with suppliers, competitors, banks, municipality	strong	high	high	high
Contacts with other schools	strong	high	high	high
Informal meetings with representatives of other schools	strong	high	high	high
Network	strong	high	high	moderate
Virtual relationships	strong	high	high	high

Source: made by the author

All kinds of resources rated at a high level. The same opinion was expressed in relation to the availability of individual resources. As resources readily available physical resources are listed, relational resources, including relationships with other schools and other relationships with customers, suppliers, local government units, as well as brand and reputation, scientific and technical personnel, skills and talents of employees and managers, organizational resources.

Elementary School X recognizes the importance of a strong resource for the development of the school, the state of their ownership and availability considers the case for most of them to be moderate. Their originality is assessed as moderate.

Turbulence and change of scenery, new challenges require the need to continuously respond to the challenges of the environment. The same physical resources should be constantly updated and renewed. Consequently, working together within the framework of relations with other schools accelerates the development of new and innovative technological innovation. Undoubtedly, managers are aware that relationships with other schools, as well as with customers helping to increase the ability to create and implement various types of innovation. They also increase the ability to capture, share and use knowledge. This translates into constant development of the school. Such relationships are specific stimulator of development of the whole school, increase competitiveness and create competitive advantage. A feature of resources and building relationships is thus creating opportunities for the diffusion of knowledge and its use for the benefit of entities participating in the process. It also allows the creation of shared knowledge and expanding the scale of operations and the creation of specialization, and thus synergy (Table 5).

Table 5. Potential relational Primary School X

Types of resources	Duration of relationship	Repeatability relationship	Benefits of relationship	Impact on the development of the school
Relations with research institutions	10 years and longer	Repeated very often	Beneficial	Strongly facilitate of the development
Relations with competitors	10 years and longer	Repeated very often	Moderate	Strongly facilitate of the development
Relations with suppliers	10 years and longer	Repeated very often	Beneficial	Strongly facilitate of the development
Relationships with customers	10 years and longer	Repeated very often	Beneficial	Strongly facilitate of the development
Relations with local authorities	10 years and longer	Repeated very often	Beneficial	Strongly facilitate of the development
Relations with local communities	10 years and longer	Repeated very often	Beneficial	Strongly facilitate of the development

Source: made by the author

Created by Primary School X relationships are long-lasting and long-term. Most of them longer than 10 years. These relationships are very often repeated. Uses and renews these relationships that bring measurable benefits. Their effects were found for the relationship of R & D units, suppliers and customers, local authorities and local communities. They were recognized as beneficial and

strongly facilitating and stimulating growth. A similar trend as in the case of customer relations, noted in relation to the relationship with local authorities, and in the case of relations with local communities, it is believed that they are beneficial and strongly facilitate the development of the school.

Primary School X pointed to many reasons which led it to cooperate with the environment. Among the motives which led the company to cooperate with the environment as the most important indicated the possibility of obtaining synergies, increase the value of the company and reduce transaction costs. Parsed entity indicates that the increased chance of relational capital market access, implementation of innovative solutions, expanded the scale of the action, strengthened competitive position. As a result, joint work on the project has accelerated the development of new and innovative technological innovation. Undoubtedly, managers are aware that the relationship with the environment affects the ability to create and implement various types of innovation, and enhance the ability to capture, share and use knowledge. This translates into the development of the whole school. Such relationships are specific stimulator of the development of the enterprise and build competitive advantage (Table 6).

Table 6. Themes cooperate Primary School X with the environment

No.	Themes establish relationships	Importance to cooperate with the environment
1.	Lowering of the cost of	significant
2.	The synergy effect (support)	significant
3.	The increase in goodwill	significant
4.	Lower transaction costs	significant
5.	Acquisition of resources	significant
6.	Reinforcing the company's position against competitors	significant
7.	Gaining access to the market	significant
8.	Expanding the scale of operation	significant
9.	Indigenous technical knowledge - technology	significant
10.	Gaining knowledge of the market	significant
11.	The acquisition of organizational knowledge	significant
12.	The increase innovation	significant
13.	Reducing uncertainty measures	moderately important
14.	Adapt to the requirements of globalization	moderately important

Source: made by the author

Relational activities contributed to jointly develop solutions that aim was the development of knowledge about European integration or support for teachers of children with learning difficulties. In contrast to those that were of moderate importance include: reducing uncertainty actions and adapt to the requirements of globalization. It was considered important also reduce costs, synergies, increase the value of the company, lowering transaction costs, acquisition of resources, empowerment of schools to competitors of cooperation, to gain access to the market, expanding the scale of operations, the acquisition of technical and technological expertise, market knowledge acquisition, acquisition of organizational knowledge, increase innovation. It should be noted that none of the highlighted themes were not considered as an insignificant or irrelevant permanent forms of cooperation with other entities based on signed long-term contracts. Such a decision entails a specific dimension of benefits and is associated directly with the ability to access innovative solutions for competitors.

4. CONCLUSIONS

Representatives of resource consider that the importance for organizations to analyze the environment. It turns out in many cases, because of the scarcity of the relevant resources organizations are not able to independently function and survive in an unstable environment. The smooth functioning requires a constant supply of resources. In short, the internal structure of the resources are scarce. only in conjunction with sources derived from the organization's environment can be a powerful source of competitive incentives for the creation of the organization and provide a basis to produce a synergistic effect on the organization.

So, to achieve competitiveness requires establishing cooperation with the participants the organization's environment. Thus, the gap contributes to resource necessary resources for the search. In this approach, the relational capital seems to take on a special meaning - but specificity of the education sector, a constant struggle for the student, the demographic, reluctance to cooperate may constitute a barrier to the adoption of such cooperation.

The main direction of research - in the future - maybe broaden existing knowledge and to start research on the importance of relational capital in the creation of competitiveness in relation to different sectors oriented to strong competition.

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