

FOCUS OF ORGANISATIONS OPERATING IN SLOVAKIA ON ORGANISATIONAL CULTURE

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Abstract: The article deals with issues concerning organisational culture and its maintenance in existing conditions in organisations in the Slovakia. The importance of the topic lies in the fact that organisational culture is a reflection of human dispositions in work activities and strengthens one's attitude to work and regulates relationships between employees and the management of the organisation. The concept of organizational culture is relatively heterogeneous defined. Generally, its marked influence on overall company existence gain ground and therefore it's needed to be focused on its desired development. If we want to know which type of organizational culture is for a particular organization the most appropriate one, comprehensive analysis of the organizational culture current state carrying-out is first and foremost needed. On the basis of the results obtained it's possible to make recommendations or to suggest to the company management the sequence of steps that will help to create desired organizational culture.

Keywords: organizational culture, comprehensive analysis, analytical tools, current status analysis

JEL Classification: M14, M54, Q01

1. INTRODUCTION

Today the success of organisations depends on efficient management which is determined by the suitability of organisational culture as it encourages the co-operation of all employees, effective mutual communication across the organisation and work co-ordination. Organisational culture may be perceived as a common and shared set of ideas, opinions, views, attitudes, norms and values. Organisational culture is so strongly "engraved" in some of the organisation's employees that it becomes natural for them. Employees' behaviour as influenced by organisational culture projects in their creations of both a material and non-material nature.[4] Precisely set organisational culture becomes an increasingly important added value of services and products offered by the given organisation on the market, a determinant of relationships with business partners and in particular a distinctive feature of the organisation that distinguishes the organisation in the eyes of current and potential employees and a management tool and a source of motivation of employees in organisations.

Two essential parameters of organisational culture are content and power. Organisational culture content are basic assumptions, values, behaviour norms, attitudes and artefacts. Organisational culture power is an extent to which culture content is accepted in the organisation. Both parameters have a significant impact on whole organisation operation as well as its.[3] There are many studies focused on finding out how organisational culture influences performance. All these studies, as well as our research, are linked by a presumption that there exists a certain connection between organisational culture and performance, while organisational culture has a key role in reaching strong performance. Research conducted in eight different countries with participation of more than 90,000 respondents showed that up to one fifth of employee performance is explainable by differences in organisational culture.[6] If an organisation's performance is to be as

strong as possible it is necessary that organisational culture content is consistent with outward environment, industry conditions and organisational strategy.[1] Apart from the above mentioned factors, also a founder, or a leader of the owners, respectively managers, size and length of existence of the organisation, and used technologies have a significant impact on culture's content and power[5].

Regarding the importance and need of organisations' focus on their culture, declared in literature as well as in practice, we executed research at the Department of Management of the University of Public Administration Economy and Management in Bratislava, in the period from February 2012 to May 2012, aimed at finding out whether organisations operating in Slovakia realize the importance of organisational culture, and whether they deal with creation and maintaining of appropriate organisational culture in practice. Set of respondents comprised 340 organisations operating in Slovakia, while the main condition posed on the organisation was the size of at least 50 employees. Overall size structure of questioned organisations is given in Table 1, implying that organisations with the number of employees between 50 and 300 were the most represented in the research.

Table 1 Size structure of the analysed organisations

No. of emp. in org.	50 - 300	301 - 1 000	1 001 - 5 000	over 5 000
Share of org. in %	72	20	6	2

Source: Authors self creation

2. ORGANISATIONAL CULTURE ANALYSIS IN COMPANIES OPERATING IN SLOVAKIA

We can declare for marked positive fact that today, even companies in Slovakia are aware that corporate culture is a very significant factor that influences the long-term prosperity of the company. This fact follow out of research there has been a survey taking place in companies operating in Slovakia as well as abroad.

The survey has shown that a total of 91% of organisations find it important to develop and maintain a suitable organisational culture that will ensure organisations achieve the required level of performance. Only 9 % of organisations stated that maintaining a suitable organisational culture was not important and they did not believe it improved the running of the organisation in any way. In order to decide which type of organizational culture is for a particular organization the most suitable one and subsequently obtain the desired culture to become popular among employees, the organizational culture current state comprehensive analysis carrying out is needed. Due to its importance is just this analysis stage considered the key phase of creating the desired organizational culture. That's why fact, which follows from research isn't the best visiting for organizations in Slovakia. 20% of questioned organizations claimed to be conducting such analysis which means that 80% of companies do not conduct the analysis of organizational culture. 10% of questioned was to say „such analysis of corporate culture would be very expensive for our organization“. 65% of questioned was to say that solve problems which are recognizable even without corporate culture. In this case it is important to know, that the probability of identifying a problem without an analysis is very low. It is very common, that this way the leader will only identify a secondary aspect of the problem, but will not solve the whole problem, which may pop up later more intensively and unpredictably, as everyone assumes that it has already been solved. This process does not lead to solving the problem, but only to make notice of it.

As the phase of analysis can be considered, for its priority importance, to be key in the creation of required culture in the organisation, we focused on finding whether there exists, and if so to what extend there exists, a different approach in organisations that execute the analysis and so deal actively with creation and maintaining of required organisational culture, and those that do not execute it.

Comparing what individual groups of organisations consider to be an impulse, respectively a significant problem regarding which it is appropriate to execute culture analysis, we found out that in the highest extend, 32 %, organisations executing the analysis considered already organisation's transformation from one developmental stage to another to be an impulse. Majority of organisations not executing the analysis, 58 %, were not able to react to the question, and others most frequently marked consequences of unwanted culture as impulses to analysis execution, in particular ineffective usage of working time in 16 %, inappropriate, respectively work productivity decrease equally in 16 % and insufficient communication among individual organisational units in 12 %. Comparing means how and from where individual groups of organisations gain information

regarding organisational culture, we found a significant difference in the volume of gained information, since up to 28 % of organisations not executing the analysis stated that they did not gain information regarding organisational culture at all. Also in all other options, frequency of gaining information was by approximately 20 % lower than organisations executing the analysis stated (see Table 2).

3. THE BASIC CONDITION OF ORGANISATIONAL CULTURE FORMATION IS COMPREHENSIVE ANALYSIS OF ORGANIZATIONAL CULTURE

With regard to found facts, we proposed methodology of complex analysis of the present organization culture state is based on Shein's model of the organization culture. The proposed methodology is divided into three main parts, which we can describe in 9 main steps:[2]

1. Gather necessary information to analyse the actual state of organization culture;
 - gather information on strategic goals of the organization,
 - get basic info on actual organization culture,
 - determine the goals in the analysis of actual organization structure.
2. Determine the instruments, implement and process the analysis of the actual state of organization culture;
 - determine the instrument to gather information on the second and third level of organization culture, implement the analysis of actual state of organization structure,
 - process the results of the actual state of organization culture.
3. Evaluate the results of the analysis, make proposals and implement them in order to reach the desired organization culture;
 - compare the results with the desired state of organization culture,
 - propose changes in order to reach the desired state of organization culture,
 - plan and implement the changes in organization culture.

If the organization decides to apply this methodology it is necessary that the whole management complies with this decision, including the employees that will conduct the analysis and also those, who are to act as the analysed persons. It is up to the management to explain why the analysis is being conducted and how it can benefit the company and its employees. The employees have to feel that the analysis will be a step forward that enables them to explain their views on particular issues and problems in the organization. If the management is able to reflect these views and can implement them into the new desired organization culture, it can gain the support of employees much easier.

Table 2 The way of gaining information from the sphere of organisational culture

You gain information from the sphere of organisational culture through [%]:	Organisations executing organisational culture analysis	Organisations not executing organisational culture analysis
professional literature	14	16
trainings and seminars	59	12
consultants	7	1
we do not gain them	13	71
from other sources	6	1

Source: Authors self creation

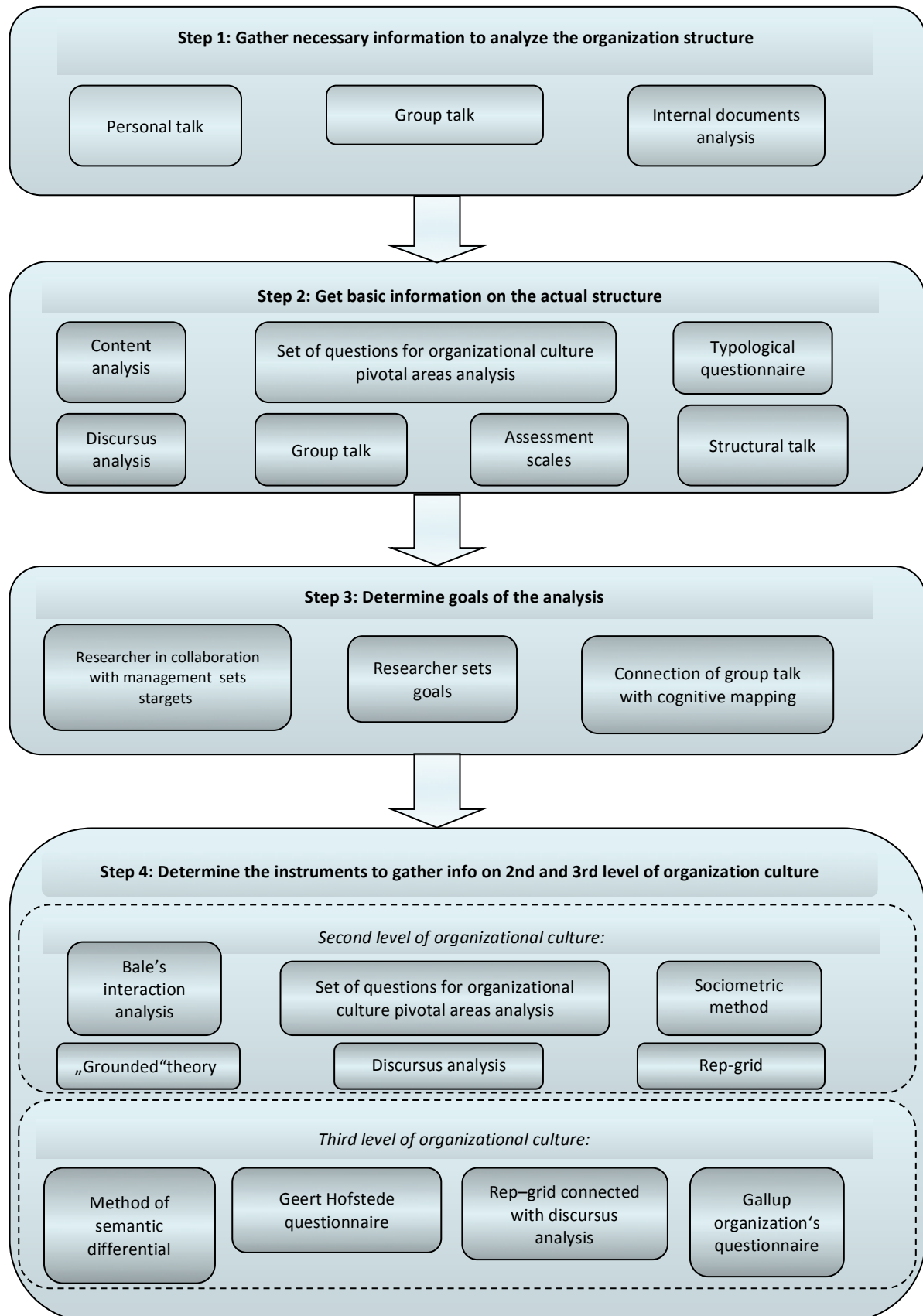


Figure 1 Graphic model of tools used to determine the most suitable combination of tools needed to conduct the analysis of present organization structure [2] Arranged

Before opening the analysis based on this methodology it is necessary to conduct a preliminary phase, in which the management will choose one or more analysers, who will conduct the analysis. This employee or team of employees has to obtain detailed data that applies to this methodology (ex. the description of steps and the manual which refers to the specific methods of the analysis – all these materials are part of the dissertation thesis of the author of this article) and defines the sufficient amount of time needed to prepare the analysis. Then the employee or the team acquaints the management with the particular steps and tools that should be applied in the analysis. It is useful to use graphic illustration of the first four steps in order to make the presentation more clear (refers to figure 1 which contains files and tools useful for the analysis) and it is also useful to fit the data in clear tables.

After the initial phase the management together with the employees should be able to determine which tools could be used in the first and second step of the methodology and on that base in the third step set the objectives of analysis of the current state of organizational culture. Based on the stated objectives it is possible to create the most suitable combination of tools in order to acquire information on the second and third level of organizational culture. Subsequently, by using selected combination of tools, an analysis of the current state of organizational culture can be carried out and the detailed data can be prepared. When processing data, it is important to know that the various tools should be in compliance with the procedure steps for their treatment, otherwise some of the information obtained could be skipped. Consequently, it is necessary to evaluate the results of the analysis, develop proposals and implement them in order to achieve the desired organizational culture. Observance of the number and sequence of individual steps in the methodology will ensure the complexity of culture analysis in the selected organization.

4. CONCLUSION

On the basis of executed research in organisations operating in Slovakia, focused on finding out whether the organisations realize the importance of organisational

culture, and whether they deal with its creation and maintaining in practice we can formulate the following summary. In spite of the fact that up to 91 % of organisations stated that they realized the need to deal with creation and maintaining of appropriate culture:

- only 20 % of them have executed, respectively execute regularly, organisational culture analysis,
- up to 58 % of organisations not executing the culture analysis were not able to name the impulse that would motivate them to execute the analysis, and other organisations not executing the analysis marked a consequence of unwanted culture as the impulse,
- up to 13 % of organisations declaring that they executed organisational culture analysis stated that they did not gain information on it at all.

We can therefore state that although awareness of organisations is at a quite high level, its practical implementation in organisations operating in Slovakia “hobbles”. For this reason, the need of organisations to actually focus on appropriate culture building is getting forward. It is therefore important in the organisation to execute priority complex culture analysis, and on the basis of found facts to work further and systematically with it, since appropriate organisational culture is one of the main tools ensuring long-term prosperity of the company. Here can be seen the validity of the given research for practice, when organisational managements have an opportunity to compare current status of their organisational culture with the status declared by questioned organisations, and on this basis to think about possibilities of its improvement. We assume that it is important to continue in this research, so that individual organisational culture theories can be developed on the basis of new information gathered from questioned organisations. With regard to continuous advancement of social as well as natural sciences, it is necessary to assume that values, norms and artefacts in organisations will gradually change, and thus will change also the way and impact of culture’s content and power on their performance. It is therefore crucial, also from the theoretical point of view, to analyse continuously status, level and content of organisational culture in organisations.

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