ORGANISATIONAL CULTURE ANALYSIS IN COMPANIES OPERATING IN SLOVAKIA

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Objective of the performed research was to find out whether organisations operating in Slovakia realize the importance of organisational culture, and whether they deal with creation and maintenance of appropriate organisational culture in practice. The research implies that awareness of the organisations of the need to implement and maintain culture is at quite high level, since up to 95% of questioned organisations answered positively. However, negative finding is that most of the organisations remains only at the point of awareness, since the research shows that only one third of questioned organisations has performed, respectively performs regularly culture analysis itself, which is the first step in implementing required organisational culture. The given fact implies also to other insufficiencies found in implementation and maintaining of required organisational culture in practice in organisations operating in Slovakia.

human resources management; organisational culture; current status analysis

INTRODUCTION

Organisational culture reflects human dispositions of thinking as well as behaving, and it has impact on human consciousness as well as unconsciousness. It enhances the relationship of a person to work, it regulates relationships among employees, and has a significant impact on the activity of employees (Kachaňáková, 2010). Generally stated and declared organisational culture features are fundamental beliefs, values and standards, which are showed by symbols and artefacts elaborated, discovered or developed in an organisation as a result of successful solving of problems; and a common feature is also a group of people, the organisational culture bearers, within which this culture is shared (Čambál, Hoghová, 2008). Content and power are two essential parameters of organisational structure. Organisational culture contents 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 the whole organisational operation as well as its performance (Jančíková, 2006). 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 is a certain connection between organisational culture and performance, while organisational culture plays 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 employees performance can

be explained by differences in organisational culture (Uriga, Obdržálek, 2009). 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 (Corbett, Rastrick, 2000). Apart from the above-mentioned factors, also a founder, or a leader of the owners, respectively managers, size and duration of the organisation, and used technologies have a significant impact on culture's content and power. Hofstede (1991) added also organisational structure, management methods and systems, and human resource management style among the given factors. Clearly readable organisational culture is becoming more and more significant added value to services and products offered at the market by the company; determinant of relationships with business and other partners; and, predominantly, differentiation of the organisation in the eyes of current and potential employees; and a tool for managing and motivating people in the organisation (Uriga, Obdržálek, 2009). However, for practical application of the given statements it is necessary that top managers in organisations start to consider organisational culture to be a real tool that can be consciously and systematically influenced (improved, cultivated, managed), and through which it is possible for the given organisation to ensure long-term reaching of required performance (Cagáňová et al., 2010).

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, 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.

MATERIAL AND METHODS

Objective of this article is to present results of the research executed in the period from February to May 2010, aimed predominantly at finding out whether and how human resources management are currently implemented in organisations operating in Slovakia. Regarding extent of the given issue, the research was divided into ten partial objectives, while one of them was to identify whether organisations realize the importance of organisational culture, and whether they deal with creation and maintaining of appropriate organisational culture in practice. Particularly results of this partial aim will be discussed in this article.

The set of respondents comprised 239 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.

Within the research focused on finding out organisational culture current state in the analysed organisations, we were particularly interested in whether organisations considered dealing with creation and maintaining of appropriate organisational culture to be important; whether they had defined organisational values within corporate strategy; whether the questioned organisations had performed a project to change it over the last five years; whether they dealt with organisational culture analysis, and if so, how regularly. Subsequently, we divided the organisations into two groups – organisations performing organisational culture analysis, and organisations not performing organisational culture analysis, since the organisational culture analysis is the necessary first step in creating required culture. We were further interested in the difference in the view of the given groups concerning what is, respectively would be, an impulse for individual groups to perform culture analyses, and in which functional spheres organisational culture makes human resources management easier for them. Last but not least, we were also interested in where the organisations get information on organisational culture.

Systemic approach was applied for the research processing, and information obtained were processed through methods of induction, deduction, analysis, synthesis and generalisation. Questionnaire research was used to analyse an organisational culture implementation existing state in organisations operating in Slovakia, and statistical methods were used for its processing. Majority of the values received was expressed in per cent upon the results summarisation. Comparative method was also used in evaluating the present state, when organisations paying attention to organisational culture were compared with organisations neglecting or not dealing with the sphere of culture.

RESULTS AND DISCUSSION

Within the research, we were predominantly interested in whether managements of questioned organisations realized the importance and justification of dealing with creation and maintaining of appropriate organisational culture. Majority of questioned organisations, 95%, agreed with the positive answer to this question (Fig. 1). Most frequent answers to the sub-question 'Why?' were: because it increases motivation to work and enthusiasm about work, which results in increase within performance and efficiency, while creating favourable and productive environment, increasing the loyalty of employees, enhancing relationships and mood at the work place, having a significant impact on the view of customers and the public on the organisation, and being representative of the organisation. The given answers clearly suggest that almost all the questioned consider organisational culture to be a significant and important part of the organisation's success.

Answers to the first question sounded very positive, however, in searching for whether the organisations had defined organisational values in writing within their corporate strategy only 54% of them answered positively. While as long as a clearly and understandably defined strategy is absent, it is very difficult to derive organisational culture by particular parameters and values from it. The written definition of organisational values within corporate strategy can also be considered as one of the first possibilities, how the organisation management can declare its engagement

Table 1. Size structure of the analysed organisations

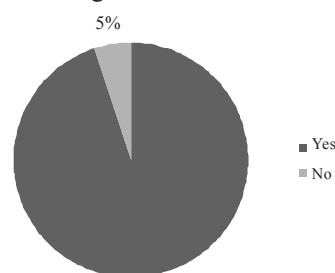| No. of employees in organisation	50–300	301–1 000	1 001–5 000	> 5 000
Share of org. (%)	62	25	12	1

Fig. 1. Do you consider dealing with creation and maintaining of appropriate organisational culture to be important

Table 2. Have the questioned organisations executed an individual project to change organisational culture, and organisational culture analysis

Share of org. (%)	Yes	No
Project to change org. culture has been implemented over the last 5 years	35	65
Org. culture analysis is executed in your organisation	34	66

Table 3. Comparison of organisations executing a project to change organisational culture and organisational culture analysis

Project to change organisational culture has been implemented over the last 5 years	Organisational culture analysis is executed in your organisation	
	Yes	No
Yes (%)	24	11
No (%)	10	55

in the sphere of culture. Like upon implementation, it is also necessary upon maintaining of required organisational culture to ensure that professional promoters have the possibility to rely on a powerful authority within the organisation that is able to actually enforce individual steps. Complete support from management is the crucial condition of success in implementation and subsequent maintaining of required organisational culture.

Within the research, we were further interested in whether questioned organisations had implemented an individual project to change organisational culture, and whether they executed organisational culture analysis. Percentage of positively answering organisations was very similar in both cases – 34% and 35% (Table 2), and in both cases, cross-comparison confirmed also direct dependence of implementing a project of change and executing culture analysis on the size of organisation.

However, comparing whether the same organisations were concerned in both cases, since without appropriate execution of culture complex analysis, it is not possible to implement and ensure a project to change culture, we found a significant insufficiency in organisations that had implemented a change – they had not executed culture analysis. The given implies that organisations, which implemented a project to change organisational culture duly represented only 24% (Table 3).

Comparing approach of organisations operating in Slovakia to culture analysis in 2007 (research performed at the Faculty of Materials and Technology of the Slovak Technical University in Trnava, the Institute of Industrial Engineering and Quality as a part of dissertation thesis, Hoghová, 2009) and in 2010, we can perceive positive, although only slightly, trend, Fig. 2.
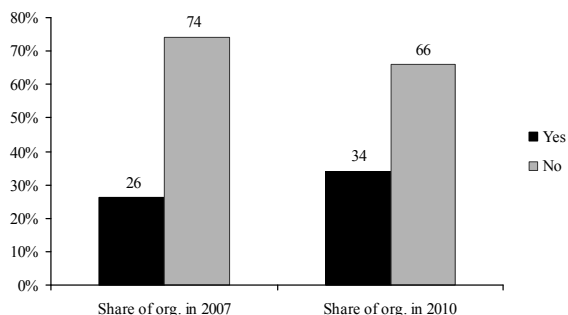
In both researches (in 2007 and 2010), we were also searching, in case of negative answers, for reasons why the organisations did not execute culture analysis (Fig. 3). While in 2007, most often answers, 42%, were e.g. that organisations solved profit as their priority, that they had other (not more closely specified) strategic priorities, or they stated that they followed instructions from the headquarters, which did not deal with organisational culture, or that they followed the principles of culture in a certain intuitive way, and some companies even stated that they had not dealt with organisational culture until then, in 2010, organisations answered most frequently, in 71%, that they solved problems recognizable also without analysis. However, these organisations probably do not realize the fact that in general, probability of revealing origin of a problem without analysis execution is low, since it often happens that only a secondary reason is revealed, and after its solution the problem is not eliminated but it can even be reflected more significantly and unexpectedly, since there is a presumption in the organisation that the problem had been solved. Such an activity can be described as non-systemic, since it does not lead to the problem solution but often only to pointing at it.

As the phase of analysis can be considered, for its priority importance, to be the key in the creation of required culture in the organisation, we focused on

Fig. 2. Comparison of organisations' approach to the execution of organisational culture analysis (2007 and 2010)
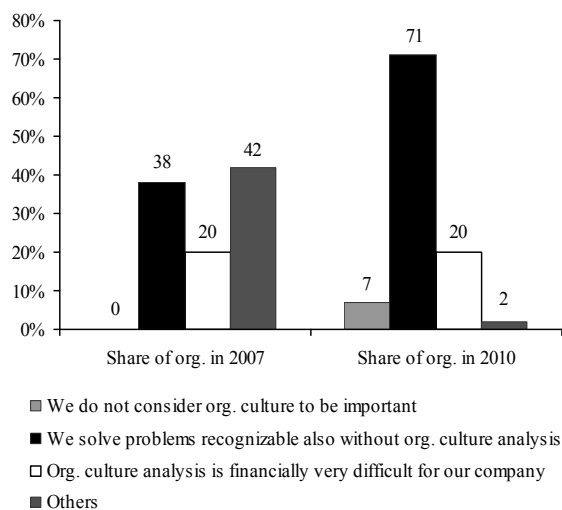
Fig. 3. Comparison of reasons, why organisations do not execute organisational culture analysis (2007 and 2010)

Table 4. The way of obtaining information from the sphere of org. culture

You get information from the sphere of org.culture by means of ? (%)	Organisations executing org. cult. analysis	Organisations not exec.org. cult. analysis
Professional literature	63	51
Trainings and seminars	70	47
Consultants	34	18
We do not gain them	10	28
From other sources	13	9

finding whether there exists, and if so to what extent 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 different groups of organisations consider to be an impulse, respectively a significant problem regarding, what is appropriate to execute culture analysis, we found out that in the highest extent, 46% of 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, 35% were not able to answer the question, and others most frequently denoted consequences of unwanted culture as impulses to analyse execution, in particular ineffective usage of working time in 33%, inappropriate, respectively insufficient communication among different organisational units in 31%, and work productivity decreased equally to 31%.

Comparing means how and from where individual groups of organisations gain information regarding organisational culture, we found a significant difference in the volume of obtained information, since up to 28% of organisations, not executing the analysis,

stated that they did not receive information regarding organisational culture at all. Also in all other options, frequency of getting information was by approximately 20% lower than organisations executing the analysis stated (Table 4).

However, the most significant difference was identified in comparison to approaches of individual groups of organisations, whether organisational culture made human resources management in individual functional spheres easier for them. Organisations dealing with culture indicated ten out of twelve given spheres in higher percentage (spheres where they felt 'completely' positive impact of organisational culture), compared to two with lower percentage (spheres where they did not feel positive impact of organisational culture 'at all'). Regarding organisations not dealing with culture analysis, this usefulness ratio was exactly opposite, since in 23% to 63% they stated in ten spheres that organisational culture did not have positive impact on the given sphere 'at all', and in only two spheres they stated in percentage ratio 21–23% that culture had positive impact on making human resources management easier (Table 5).

However, regarding both groups, we can state the percentage of realizing that human resources management improved by organisational culture is very low in all given functional spheres. Within both groups, we recorded the lowest percentage in the sphere of outplacement, only 4% and 9%, in particular. Unfortunately, current approach of organisations to outplacement is in most cases influenced by non-awareness and insufficient knowledge in the given issue, since organisations perceive it only as a certain highly-over-standard service for an already 'not needed' employee without any significant impact on them in return. This statement resulted also from answers of organisations (Table 6), when only 1% of respondents

Table 5. Functional spheres, in which organisational culture makes human resources (HR) management easier

In which functional spheres does organisational culture make HR management easier for you (%)	Organisations performing organisational culture analysis		Organisations not performing organisational culture analysis	
	completely	not at all	completely	not at all
Personal planning	21	17	16	24
Work analysis	15	24	10	30
Gaining of employees	24	18	23	22
Selection of employees	27	17	18	23
Adaptation of employees	26	20	19	28
Outplacement	9	56	4	63
Education of employees	28	11	14	23
Evaluation of employees	27	15	14	27
Remuneration of employees	26	17	17	27
Labour relations	27	13	17	26
Communication of employees	31	14	21	21
Labour conditions	33	14	15	22

Table 6. Ensure outplacement for leaving employees

Do you ensure outplacement for leaving employees:	Yes in %	No in %
Yes, we ensure psychological advice	4	96
Yes, we organise trainings focused on job seeking	8	92
Yes, we organise trainings focused on social and legal duties for them	11	89
Yes, we ensure financial advice	1	99
No, we do not deal with it	82	18

reported that they dealt with outplacement complexly, and 17% of respondents did so partially. This implies that more than 80% of interviewed organisations do not realize that quality outplacement implementation means not only a possibility, how to help an employee in a difficult life phase to find new realization, but also as a possibility for the organisation to build inside as well as outside positive image actively, i.e. it declares values, contributes to a positive organisational culture creation, which has subsequent direct impact on the overall mood in the organisation. The organisation thus not only declares its social responsibility but at the same time influences its surroundings as a truthful employer that perceives its employees' problems sensitively, and has interest in participating in their solution.

The results point out that managements of organisations operating in Slovakia have not realised sufficiently the meaning of organisational culture, the need of its systematic formation through human resources management activities.

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 95% of organisations stated that they realized the need to deal with creation and maintaining of appropriate culture:

– only 54% of them have defined organisational values within corporate strategy in writing,

– only 34% of them have executed and execute regularly, respectively, organisational culture analysis,

– only 24% of them have fully implemented a project to change organisational culture over the last five years, but

– up to 35% 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 10% of organisations declaring that they executed organisational culture analysis stated that they did not get information on it at all,

– percentage of realizing improvement of human resources management by organisational culture was very law in all functional spheres, and in all questioned organisations.

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. Therefore, it was 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 has been one of the main tools ensuring long-term prosperity of the company.

Here the validity of the given research for practice can be seen, 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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Analýza organizačnej kultúry v podnikoch pôsobiacich na Slovensku

Cieľom uskutočneného prieskumu bolo zistiť, či si organizácie pôsobiace na Slovensku uvedomujú dôležitosť organizačnej kultúry a či sa v praxi zaoberajú tvorbou a udržiavaním vhodnej organizačnej kultúry. Z prieskumu vyplynulo, že uvedomelosť organizácií o potrebe zavádzania a udržiavania kultúry je na pomerne vysokej úrovni, keďže pozitívne sa vyjadrilo až 95 % dotazovaných organizácií. Negatívnym zistením však je, že väčšina organizácií ostáva len pri uvedomelosti, keďže z prieskumu vyplynulo, že len tretina dotazovaných uskutočnila, resp. pravidelne uskutočňuje, samotnú analýzu kultúry, ktorá je prvým krokom pri zavádzaní žiadúcej organizačnej kultúry. Z uvedenej skutočnosti vyplynuli aj ďalšie zistené nedostatky pri zavádzaní a udržiavaní žiadúcej organizačnej kultúry v praxi v organizáciách pôsobiacich na Slovensku.

riadenie ľudských zdrojov; organizačná kultúra; analýza súčasného stavu

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