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PRESENT STATE OF ORGANISATIONAL CULTURE IN SLOVAKIA*

Abstract. Organisational culture is nowadays becoming a preferred subject within various concepts of the effectiveness growth in the operation of an organisation. Many managers start comprehending it as an important factor of organisational successful operation. It is becoming an inseparable part of modern organisational management. However, it is not easy to support and use this issue in organisational management. Awareness of the present state of organisational culture and confronting it with modern tendencies in the given sphere can be denoted as the key precondition of its enhancement and gradual approaching at the level of developed organisations in the world. For finding out the present state and level of organisational culture and human resources management in organisations operating in Slovakia, we conducted a versatile research at School of Economics and Management in Public Administration in Bratislava. Its results are compared to modern approaches in the given sphere.

Keywords: organisational culture; organisational values; change of organisational culture; analysis of organisational culture; human resources management.

JEL Classification: M14, M54, Q01

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СОВРЕМЕННОЕ РАЗВИТИЕ ОРГАНИЗАЦИОННОЙ КУЛЬТУРЫ НА ПРЕДПРИЯТИЯХ СЛОВАКИИ

Аннотация. Организационная культура в настоящее время является приоритетной темой в рамках различных концепций роста эффективности управления организацией. Многие менеджеры начинают рассматривать оргкультуру как важный фактор успешного функционирования предприятия. Она становится неотъемлемой частью современного организационного управления. Вместе с тем поддержание и эффективное использование организационной культуры в системе менеджмента – это непростая задача. Зная нынешнее состояние организационной культуры и сопоставляя его с современными тенденциями в данной сфере, можно обозначить, что ключевой предпосылкой повышения эффективности оргкультуры является постепенное приближение к уровню развитых организаций в мире. С целью выяснения состояния и уровня организационной культуры и управления человеческими ресурсами в организациях, работающих в Словакии, авторы статьи провели разностороннее исследование в Высшей школе экономики и государственного управления в Братиславе и сравнили полученные результаты с современными подходами в этой сфере.

Ключевые слова: организационная культура, организационные ценности, управление человеческими ресурсами.

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СУЧАСНИЙ РОЗВИТОК ОРГАНИЗАЦІЙНОЇ КУЛЬТУРИ НА ПІДПРИЄМСТВАХ СЛОВАЧЧИНИ

Анотація. Організаційна культура сьогодні є пріоритетною темою в рамках різних концепцій росту ефективності управління організацією. Багато менеджерів починає розглядати оргкультуру як важливий фактор успішного функціонування підприємства. Вона стає невід'ємною складовою сучасного організаційного управління. Водночас, підтримка та ефективне використання організаційної культури в системі менеджменту – це непросте завдання. Знаючи нинішній стан організаційної культури і зставляючи його із сучасними тенденціями у цій сфері, можна позначити, що ключовою передумовою підвищення ефективності оргкультури є поступове наближення до рівня розвинених організацій у світі. З метою з'ясування стану та рівня організаційної культури і управління людськими ресурсами в організаціях, що працюють у Словаччині, автори статті провели різнобічне дослідження у Вищій школі економіки та державного управління у Братиславі й порівняли отримані результати із сучасними підходами у цій сфері.

Ключові слова: організаційна культура, організаційні цінності, управління людськими ресурсами.

Introduction. The basis of each organisational culture is adequate labour potential. We mean both a sufficient amount of employees in a suitable structure and their talent, knowledge and abilities. The quality of employees, their strategically supported approaches, attitudes, activities, way of acting and be-

haviour are preconditions of creating and developing the strengths of an organisation.

Organisational culture reflects human dispositions in thinking and behaviour, and affects both human consciousness and sub-consciousness. It sustains the relationship of a person to

*The article is related to Grant Agencies of VSEMvs project, project No. 2/2010The Cranfield Network on International Human Resource Management (Cranet).

work, regulates mutual relationships between employees, and has a significant impact on the activity of employees (Kachanakova, 2010). Generally stated and declared organisational culture elements include fundamental beliefs, values and norms outwardly demonstrated by symbols and artefacts, created, found or developed by organisations as a result of successful problem solving. A group of people bearing organisational culture, in which such a culture is shared, is also a common element.

Necessity of Organisations to Focus on Organisational Culture. Two key organisational culture parameters are content and force. The content of organisational culture includes essential preconditions, values, behavioural norms, attitudes and artefacts. The force of organisational culture is the extent in which the content of organisational culture is accepted in an organisation. Both parameters have a significant impact on the functioning of the whole organisation as well as its efficiency (Jancikova, 2006). There are a number of studies focused on identifying the impact of organisational culture on efficiency. All these studies as well as our research are connected by an assumption that there is a certain connection between organisational culture and efficiency, while organisational culture plays the key role upon achieving high efficiency. The research conducted in eight different countries, including over 90,000 participants, showed that up to one fifth of employee performance is explicable by differences in organisational culture (Uriga, & Obdrzalek, 2009). If the efficiency of an organisation is to be as great as possible, the content of organisational culture needs to comply with external environment, conditions in the given industry and organisational strategy. Besides the aforementioned factors, the content and force of culture are also significantly affected by the founder or leader of owners, respectively managers, the size and length of the existence of an organisation and used technologies. Hofstede supplemented the given factors by organisational structure, methods and systems of management and the style of managing people (Hofstede et al., 2010).

Clearly apparent organisational culture is becoming more and more significant added value to services and products offered by an organisation on a market, a determinant of relations with business and other partners, and particularly a differentiating element of an organisation in the eyes of current and potential employees, and a tool of management and motivation of people in an organisation (Uriga, & Obdrzalek, 2009). However, practical application of the aforementioned requires that top managers in organisations start considering organisational culture to be an actual tool, which can be purposefully and systematically influenced (improved, cultivated, managed), and by means of which the achievement of a required level of efficiency of the given organisation can be ensured in the long term (Caganova, Cambal, & Weidlichova, 2010).

Analysis of Present State in Focus of Organisations on Organisational Culture. Nowadays, when competition on individual markets is constantly growing and when the environment in which an organisation operates is more and more turbulent and unforeseeable, the position of organisational culture is greatly emphasized. It is also one of reasons why we were finding out whether organisations operating in Slovakia realise the necessity to deal with the creation and maintaining of a suitable organisational culture. Particular information was obtained from three consecutive researches. The researches were conducted over 2010, 2011 and 2012, from February to May each year. Questionnaires were distributed to organisations with 50 or more employees. Collection, classification and

subsequent summarisation of information obtained from the researches were carried out from June to September each year. Mathematical and statistical methods were used upon processing, analysis and comparison of the information. Qualitative methods were applied upon its subsequent identification and evaluation. 239 organisations participated in the first phase of the research (2010), and 340 organisations participated in the second and third phases of the research (2011 and 2012). Organisations with the number of employees between 50 and 300 were most represented in the research each year.

As organisational culture is currently considered to be a significant factor having a decisive impact on the achievement and management of high performance, we were interested in whether this view is also shared by managing employees of the interviewed organisations. Responses suggested positive approach of organisations to the creation and maintenance of suitable organisational culture (Table 1).

Tab. 1: Creation and maintenance of a suitable organisational culture

Do you consider dealing with creation and maintenance of suitable organisational culture to be important?	Yes, in %
Share of organisations, in % in 2010	95
Share of organisations, in % in 2011	91
Share of organisations, in % in 2012	91

Source: Own research

Organisational culture is a continual, dynamically developing phenomenon. It neither arises nor disappears in a certain moment, but it acquires the character of a certain process. Like in case of many other long-term phenomena, organisational culture also involves certain regular cyclic movement. It means that each organisational culture goes through the phases of its establishment, functioning, codification, failing, and a possible radical change or re-codification. The aforementioned suggests that, like in other organisational processes, it is also necessary in organisational culture to focus on change in regular intervals. 20-35% of the organisations interviewed in individual years declared that they had carried out a project focused on organisational culture change over the preceding five years (Table 2), however year-to-year comparison showed a negative trend in this sphere.

Tab. 2: Individual project of organisational culture change

Have your organisation carried out an individual project to change organisational culture over the last five years?	Yes, in %
Share of organisations, in % in 2010	35
Share of organisations, in % in 2011	27
Share of organisations, in % in 2012	20

Source: Own research

With regard to the fact that organisational culture analysis should be the first step in examining the present state of culture, our research also focused on finding out whether organisations carry it out. 20-34% of organisations responded affirmatively in individual years (Table 3). However, year-to-year comparison shows a negative trend similarly to the case of the focus of organisations on organisational culture change.

In case of organisations not carrying out organisational culture analysis, we were interested in their reasons. Responses showed that most organisations do not carry out organisational culture analysis, because they solve problems recognisable even without such an analysis. Other organisations declared that culture analysis is financially demanding for them, respectively that their mother organisation does not deal with this

Tab. 3: Organisational culture analysis

Is organisational culture analysis carried out in your organisation?	Yes, in %
Share of organisations, in % in 2010	34
Share of organisations, in % in 2011	33
Share of organisations, in % in 2012	20

Source: Own research

issue. However, there are an increasing number of organisations recorded upon year-to-year comparison declaring that organisational culture is not important for them (Table 4).

We first of all summarised the results of organisations declaring that they carry out organisational culture analysis. The most frequent motivation for carrying out the analysis was a transformation of the given organisation from one development stage to another (Table 5).

Organisations carrying out the culture analysis most frequently obtain information from trainings and seminars (Table 6).

Subsequently, we summarised the results of organisations not carrying out organisational culture analysis. 35-58% of these organisations were not able to formulate an approach to this issue. Other organisations declared ineffective usage of working time, unsatisfactory, respectively insufficient communication between individual organisational units and labour productivity decrease as the most frequent motivations to carry out the analysis (Table 7).

Organisations not carrying out organisational culture analysis most frequently declared that information on organisational culture is not obtained at all in their organisation, or only individually studying professional literature (Table 8).

Evaluation of Present State in Focus of Organisations on Organisational Culture. We were primarily interested within the research whether managements of the interviewed organisations realised the importance and justness of dealing with the creation and maintenance of suitable organisational culture. Most of the interviewed agreed on the affirmative answer to this question. Responses to sub-question «Why?» most frequently included: because it increases motivation and desire to work, which also results in increased efficiency and effectiveness, while it creates favourable and productive environment, increases the loyalty of employees, enhances relationships and atmosphere at workplace, it has a significant impact on the view of customers and the public of an organisation, it reflects organisations. The given responses clearly show that almost all the interviewed consider organisational culture to be substantial and important part of the success of an organisation.

Answers to the first question seemed positive, however when we were finding out whether organisations had defined an organisational culture strategy in writing within their organisational strategy, only 25-33% of organisations answered affirmatively, while if a clearly and comprehensively defined organisational strategy is absent it is very difficult to derive particular parameters and values of organisational culture from it. In addition, written definition of organisational values within an organisational strategy can be considered to be one of the first possibilities how organisational management can declare its engagement in the sphere of culture. Similarly to implementation, it is also necessary upon the maintenance of a desirable organisational culture to ensure that professional promoters have a possibility to rely on a strong authority of power inside of an organisation, able to actually enforce individual steps. Full support by management is an inevitable condition of success in the implementation and subsequent maintenance of a desirable organisational culture.

In relation to organisations which had answered the question: «Does your organisation carry out organisational culture analysis?» negatively, we found out a reason why they did not carry out the culture analysis. Organisations most frequently answered that they solve problems recognisable even without the analysis. However, these organisations probably do not realise the fact that the probability of revealing the origin of a problem without carrying out the

Tab. 4: Reasons for the absence of organisational culture analysis

Why is organisational culture analysis not carried out in your organisation?	Share of organisations, in %		
	2010	2011	2012
We do not consider organisational culture to be important	7	19	24
We solve problems recognisable even without organisational culture analysis	71	65	65
Organisational culture analysis is financially very demanding for our organisation	20	14	10
Others	2	2	1

Source: Own research

analysis is generally low, as it often happens that only a secondary cause is revealed, and the given problem is not eliminated following its solution, but it can be even more significantly and unexpectedly reflected, because it is believed that the problem has been solved. Such behaviour can be considered to be unsystematic, because it does not lead to solving the given problem but often to pointing it out.

As it is the analysis stage which can be regarded as key, due to its primary importance, upon creating a desirable culture in an organisation, we focused on finding out whether it is present, and if it is, to what extent the views of organisations carrying out the analysis, i.e. actively dealing with the creation and maintenance of a desirable organisational culture, and those not carrying it out differ.

Comparing what individual groups of organisations consider to be a motivation respectively a significant problem upon which it is appropriate to carry out culture analysis, we found out that organisations carrying out the analysis most frequently consider already the transition of an organisation from one development stage to another to be a motivation. Organisations not carrying out the analysis were most frequently not able to formulate their approach, and the others most frequently declared the consequences of an undesirable culture, i.e. ineffective usage of working time, unsatisfactory or insufficient communication between individual organisational units and labour productivity decrease, as motivations to carry out the analysis.

Comparing the sources of obtaining information on organisational culture of individual groups of organisations, significant differences were found in terms of the volume of obtained information, as 48% of organisations not carrying out the analysis in

Tab. 5: Motivation to carry out organisational culture analysis

What motivated your organisation to carry out organisational culture analysis?	Share of organisations, in %		
	2010	2011	2012
Decrease in labour productivity	24	26	16
Ineffective usage of working time	30	26	16
Problematic interpersonal relationships at the workplace	28	15	15
High employee fluctuation	16	24	26
Unsatisfactory or insufficient communication between the individual organisational units	40	22	26
Discrepancy between present organisational culture and strategically necessary organisational culture	27	20	10
Outperforming the character of present organisational culture due to changes in economic, social or technical environment of the organisation	25	23	20
Transition of the organisation from one development stage to another	46	27	32
Significant change of size of the organisation	25	24	13
Significant change in scope of business	3	3	0
Change in the position of the organisation on the market, takeover or merger of the organisation	21	20	13

Source: Own research

Tab. 6: Sources of information on organisational culture (organisations carrying out organisational culture analysis)

Information on organisational culture is obtained by means of:	Share of organisations, in %		
	2010	2011	2012
professional literature	63	18	14
trainings and seminars	70	52	59
consultants	34	12	7
not obtained	10	11	13
other sources	13	6	6

Source: Own research

Tab. 7: Possible motivation to carry out organisational culture analysis

What would motivate your organisation to carry out organisational culture analysis?	Share of organisations, in %		
	2010	2011	2012
Decrease in labour productivity	31	28	16
Ineffective usage of working time	33	32	16
Problematic interpersonal relationships at workplace	30	26	13
High employee fluctuation	21	27	12
Unsatisfactory or insufficient communication between individual organisational units	31	22	12
Discrepancy between present organisational culture and strategically necessary organisational culture	18	5	1
Outperforming the character of present organisational culture due to changes in economic, social or technical environment of the organisation	8	3	3
Transition of the organisation from one development stage to another	19	12	5
Significant change of size of the organisation	17	13	14
Significant change in scope of business	10	10	7
Change in the position of the organisation on the market, takeover or merger of the organisation	19	11	5
Not able to define	35	36	58

Source: Own research

Tab. 8: Sources of information on organisational culture (organisations not carrying out organisational culture analysis)

Information on organisational culture is obtained by means of:	Share of organisations, in %		
	2010	2011	2012
professional literature	51	17	16
trainings and seminars	27	26	12
consultants	18	2	1
not obtained	18	52	71
other sources	9	2	1

Source: Own research

2010 and up to 78% of them in 2012 declared that they did not obtain any information on organisational culture at all. The frequency of obtaining information was also lower in all other options compared to the organisations carrying out the analysis.

Conclusions. Globalisation is not only related to management of international, but also Slovak organisations through applying functions used by organisations of a similar character in developed countries. Supportive integration elements of global policy are values of organisational culture, remuneration, recognition of efficiency, career planning and achievement. Some management practices can sometimes be considered as very directive, and that is why transfer to organisational segments is not always simple. Integration in global strategies, therefore, needs to be very sensitive and prudent. In this relation, usage of the best organisational segments experience appears positive. Transfer of organisational culture positive results and human resources management shows the most natural way towards the global strategy of organisations by means of mutual support and cooperation.

Even though globalisation is mostly connected to economic aspects, it also has political, societal, social, and cultural dimensions. In relation to the organisation's operation at international level, its culture acquires particular significance. Managers of organisations are starting to realise that organisational culture can be a source of competitive advantage, particularly if it is considered to be valuable, rare and hardly amenable, and it is incorporated in its strategic management. Such an organisational culture represents connection of the organisation's strategic perspective with human resources management, creating conditions of quality managers and employees adequate behaviour. It affects all activities of human resources strategic management, which can eventually result into competence and motivation of labour force.

Creation of conditions for the employees' positive behaviour in line with the strategic intentions and goals of the organisation is not only conditioned by the complex focus of organisations on individual human resources management functions, but also on creation and maintenance of suitable organisational culture. Organisational culture defines the essential preconditions of the employee's behaviour, as it represents a system of assumptions, concepts, values and standards adopted and developed in the organisation, having a great impact on behaviour, thinking and presentation of the employees. Simple clarity and

inward as well as outward explicit declaration of organisational culture affect creation of organisation's identity, as well as its image itself. In order to obtain positive result, it is necessary that all employees are identified with the organisational values in the greatest possible extent. It is important for this purpose that organisational culture analysis is carried out in the given organisation within the first step, in which it is desirable to analyse the views of managing, as well as managed employees. On the grounds of the analysis, desirable organisational culture for a particular organisation should be specified. Our research showed that only less than 30% of the interviewed organisations had carried out such analysis, although awareness of the necessity to focus on the creation and maintenance of suitable organisational culture was declared by more than 90% of managing employees each year. The aforementioned implies that it is necessary to focus on organisational culture in a greater extent, as its nature is predominantly derived from the fact that people have a need to belong to someone, which leads them to an effort to be included in a certain community of people with the same interests. They want to be a part of their team and organisation. However, the usage of this human need in human resources management presupposes mutual interconnection of personal values of employees and a system of clearly formulated consistent organisational values, from which rules of behaviour within the whole organisation are derived.

High variability of conditions under which organisations operate, leads to increased necessity of flexibility and readiness for changes. As the flexibility of the organisation and its readiness to changes is decided by the flexibility and readiness to changes of people working for this organisation, it is necessary to put greater and greater emphasis on efficient, effective and complex human resources management in the organisation, as well as creation of a suitable organisational culture, which will support employees upon achieving greater performance on the one hand, and will be a reason why they remain in the organisation on the other.

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Received 17.02.2014