ORGANISATIONAL CULTURE AFFECTS ALL FORMALISED ACTIVITIES OF HUMAN RESOURCES MANAGEMENT

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Abstract
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, at School of Economics and Management in Public Administration in Bratislava. Our research showed that only less than 30% of the interviewed organisations had carried out such an analysis, although the awareness of the necessity to focus on the creation and maintenance of a 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. It flows, it is crucial, also from the theoretical point of view, to analyse continuously status, level and content of organisational culture in organisations.

Key words: organisational culture, analysis of organisational culture, human resources management.

Classification JEL: M14 – Corporate Culture, Diversity, Social Responsibility; M54 – Labor Management; Q01 – Sustainable Development.

1. Introduction

Organisational culture affects all formalised activities (functions) of human resources management. By means of them, it encourages employees to behave desirably and reliably. Human resources management functions can be applied as a tool of forming and enforcing organisational culture. The aforementioned suggests that the relationship between organisational culture and human resources management is mutual. It is related to the fact that their primary task is essentially the same: to create conditions for so called positive behaviour of employees in compliance with strategic intentions and goals of an organisation. With regard to the fact that the bearers of a change, respectively the bearers of an appropriate organisational culture should include all company employees, who are expected to share and develop strategically necessary ideas, approaches and values, it is necessary to focus on organisational culture and human resources simultaneously. The possibility of such a simultaneous focus is given by the interconnection of organisational culture and human resources management.

Organisational culture reflects human dispositions of thinking as well as behaving, and has impact on human consciousness as well as unconsciousness. It enhances the relationship of a person to work, regulates relationships among employees, and has a significant impact on the activity of employees *(Kachaňáková, 2010, p. 25; Koubek, 2010, p. 127)*. Generally stated and declared organisational culture features are fundamental beliefs, values and norms 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 *(Cow, 2012, p. 3124; Collins & Smith, 2006, p. 551; Čambál & Hoghová, 2008, p. 191)*.

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 coordination. 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 *(Lukášová 2010, p. 51)*. Employees' behaviour as influenced by organisational culture projects in their creations of both a material and non-material nature *(Lukášová & Nový, 2004, p. 42)*. Precisely set organisational culture becomes an increasingly important added value of services and products off erred 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 *(Baňasová, 2010, p. 27; Dries, 2013, p. 277; Hilliard, 2013, p. 369; Stachová & Stacho, 2013, p. 80)*.

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 *(Walker, 2013, p. 130; Pavlendová & Šujanová, 2011, p. 612; Cagáňová et al., 2010, p. 52; Uriga & Obdržálek, 2009, p. 91; Potkány, 2008, p. 56; Blašková, 2009, p. 58; Urbancová & Königová, 2010, p. 142)*. 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 *(Hofstede et al., 2010, p. 324)*. 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 *(Armstrong, 2009, p. 511)*. 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 *(Koubek, 2007, p. 143; Hitka et al. 2011, p. 189; Linhartová & Urbancová, 2012, p. 232; Čambál, 2008, p. 53)*.

2. Methods

Researches were conducted over 2010, 2011 and 2012 always from February to May. 239 organisations participated in the 1st phase, and 340 organisations participated in the 2nd as well as the 3rd phase of the research. Summary size structure of the interviewed organisations is shown in Table 1. Specifying the target group based on the size of an organisation from the viewpoint of a minimum number of employees, we assumed that organisations with less than 50 employees did not have a standardised and formally established approaches to organisational culture and human resources management. Collection, classification and subsequent summarisation of information obtained from researches were carried out every year from June to September. Mathematical and statistical methods were used upon processing, analysis and comparison of information, and qualitative methods were subsequently used upon the identification and evaluation of information.

We were particularly interested in whether a project focused on organisational culture change had been carried out in the interviewed organisations over preceding five years, and whether organisations carried out its analysis. We subsequently divided the organisations into two groups – organisations carrying out organisational culture analysis and those not carrying out organisational culture analysis.

Table 1: Size structure of analysed organisations (own study)

The number of employees in an organisation	50 – 249	250 – 1,000	1,001 – 5,000	5,000›
Share of organisations in % in 2010	60	27	12	1
Share of organisations in % in 2011	68	23	7	2
Share of organisations in % in 2012	69	23	6	2

Within the given division, we were comparing the differences between individual groups regarding the views of what is, respectively would be a motivation for individual groups to carry out culture analysis, in which functional spheres organisational culture facilitates human resources management, in which spheres of organisational culture organisations have recently gone through changes, and last but not least, we were interested in where organisations obtain information on organisational culture.

2.1. Organisational culture in organisations operating in Slovakia

Within the research, we were primarily interested in whether managements of the interviewed organisations realised the importance and justness of dealing with the creation and maintaining of an appropriate organisational culture (Table 2).

Table 2: Creation and maintenance of a suitable organisational culture (own study)

Do you consider dealing with the creation and maintenance of a 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

Answers to the first question sounded very positive, however when we were finding out whether the companies had defined an organisational culture strategy within their business strategy in writing, only 21% – 33% of organisations answered affirmatively.

Table 3: Spheres covered by elaborated documentation in analysed organisations (own study)

Has the organisation elaborated the following documents?	Yes, a written document in [%]			Yes, a non-written document in [%]			No in [%]		
	2010	2011	2012	2010	2011	2012	2010	2011	2012
Mission of the organisation	73	71	65	16	13	14	11	15	21
Strategy of the organisation	76	68	64	17	18	14	7	14	22
HR strategy	54	53	51	24	26	22	22	21	27
Code of ethics	58	53	49	16	18	18	26	29	33
Code of social responsibility	31	23	23	19	20	18	50	57	59
Innovation strategy	39	23	26	23	26	23	38	51	51
Organisational culture strategy	25	33	29	32	26	21	43	41	50

Within the research, we were further interested in whether questioned organisations had implemented an individual project to change organisational culture (Table 4), and whether they executed organisational culture analysis (Table 5).

It is essential for managers to specify what culture is most suitable for the given organisation, and to be subsequently able to achieve the "popularisation" of such a desirable culture in the organisation in an extent sufficient in order to achieve that employees do not have to adapt their behavioural values to cultural values in their organisation, but there is a compliance between such values. This state of compliance between organisational values and employee values can be considered to be an ideal state, when organisational culture itself is considered to be a competitive advantage. In order for managers to manage to specify what culture is most suitable for the given organisation, it is necessary to complexly analyse the present state of culture in the organisation, and only go further on the grounds of the results of such an analysis. This priority importance is the reason why the analysis phase is considered to be key upon the creation of desirable organisational culture. We therefore divided the analysed organisations into two groups – organisations carrying out organisational culture analysis and those not carrying out organisational culture analysis.

Table 4: Individual project of organisational culture change (own study)

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

Table 5: Organisational culture analysis (own study)

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

We first of all summarised the results of organisations declaring that they carry out organisational culture analysis. These organisations have recently carried out a change resulting from organisational culture in the spheres of organisational structure, processes and systems in 52% – 76%, and in the spheres of personnel and human resources management department in 47% – 59% (Table 6).

Table 6: Spheres of organisational culture changes (organisations carrying out organisational culture analysis), (own study)

Which spheres of the organisational culture of your organisation have recently undergone changes?	Share of organisations in %		
	2010	2011	2012
A) Symbols	22	17	10
B) Personnel and human resources management department	59	47	51
C) Organisational structure, processes and systems	52	76	70
D) Top management	52	30	35

Analysing the positive relationship of individual functional spheres of human resources management and organisational culture, organisations carrying out the analysis find the most significant impact in relation to facilitating communication in an organisation as well as upon hiring and evaluating employees (Table 7).

Table 7: Impact of organisational culture on human resources management (organisations carrying out organisational culture analysis), (own study)

In which functional spheres does organisational culture facilitate human resources management in your organisation? [%]:	2010	2011	2012
Personnel planning	51	40	48
Work analysis	42	34	33
Hiring of employees	48	37	36
Selection of employees	52	43	46
Adaptation of employees	41	29	30
Outplacement	7	3	3
Education of employees	52	37	51
Evaluation of employees	54	50	48
Remuneration of employees	52	39	45
Labour relations	52	37	49
Communication of employees	58	51	44
Labour conditions	48	34	29

Subsequently, we summarised the results of organisations not carrying out organisational culture analysis.

Responding to question: "Which spheres of the organisational culture of your company have recently undergone changes?", organisations not carrying out the analysis responded like organisations carrying out the analysis, declaring that recent changes have been carried out in the sphere of organisational structure, processes and systems in 42% – 49% of organisations, and in the sphere of personnel and human resources management department in 24% – 41% of organisations (Table 8).

Table 8: Spheres of organisational culture change (organisations not carrying out organisational culture analysis), (own study)

Which spheres of the organisational culture of your organisation have recently undergone changes?	Share of organisations in %		
	2010	2011	2012
A) Symbols	26	7	9
B) Personnel and human resources management department	41	30	24
C) Organisational structure, processes and systems	42	49	44
D) Top management	34	29	20

Analysing positive relationship of individual functional spheres of human resources management and organisational culture, the most significant impact of the given relationship upon the establishment of labour relations, facilitation of formal communication and employee evaluation is reflected in organisations not carrying out organisational culture analysis (Table 9).

Table 9: Impact of organisational culture on human resources management (organisations not carrying out organisational culture analysis), (own study)

In which functional spheres does organisational culture facilitate human resources management in your organisation? [%]:	2010	2011	2012
Personnel planning	35	27	25
Work analysis	29	23	13
Hiring of employees	32	25	21
Selection of employees	42	36	28
Adaptation of employees	32	24	17
Outplacement	2	1	2
Education of employees	38	27	26
Evaluation of employees	40	39	31
Remuneration of employees	40	40	30
Labour relations	41	37	38
Communication of employees	39	34	37
Labour conditions	32	28	20

2.2. Evaluation

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

a) Only 21 % – 33% of them have an organisational culture strategy within their business strategy in writing;
b) Only 20% – 35% of them have individual project of organisational culture change;
c) Only 20% – 34% of them have executed, respectively execute regularly, organisational culture analysis.

We were further interested in the research whether the interviewed organisations carried out a separate project to change organisational culture, whether they carried out organisational culture analysis and whether it is affected by the size of organisation. The number of affirmatively answering organisations was very similar in both cases, and a direct dependence of carrying out a project of change and culture analysis on the size of an organisation was also confirmed upon cross-comparison in both cases (Figures 1 and 2).
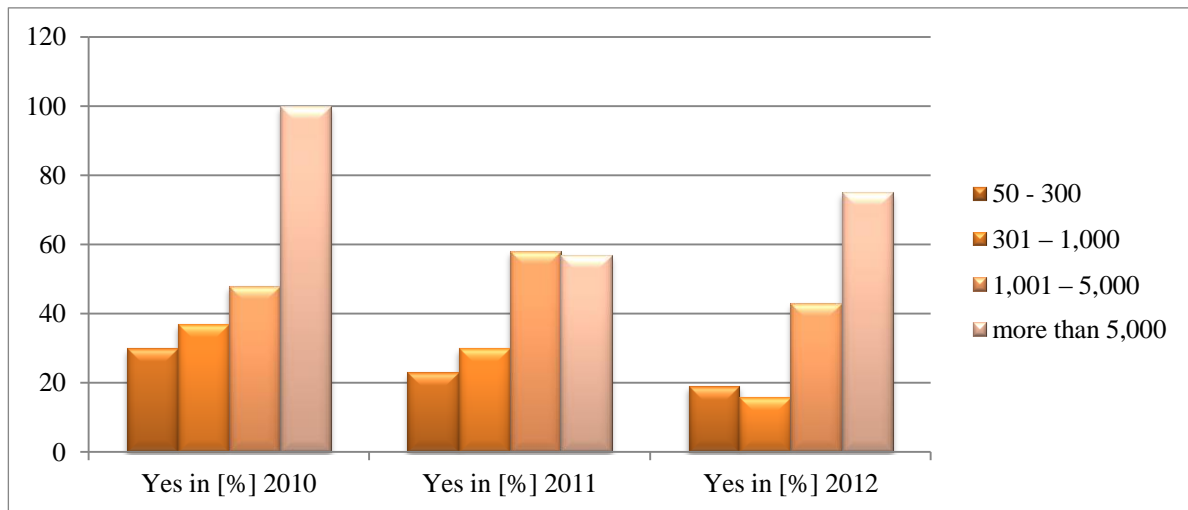
Figure 1: Impact of the size of an organisation on carrying out a project of organisational culture change (own study)
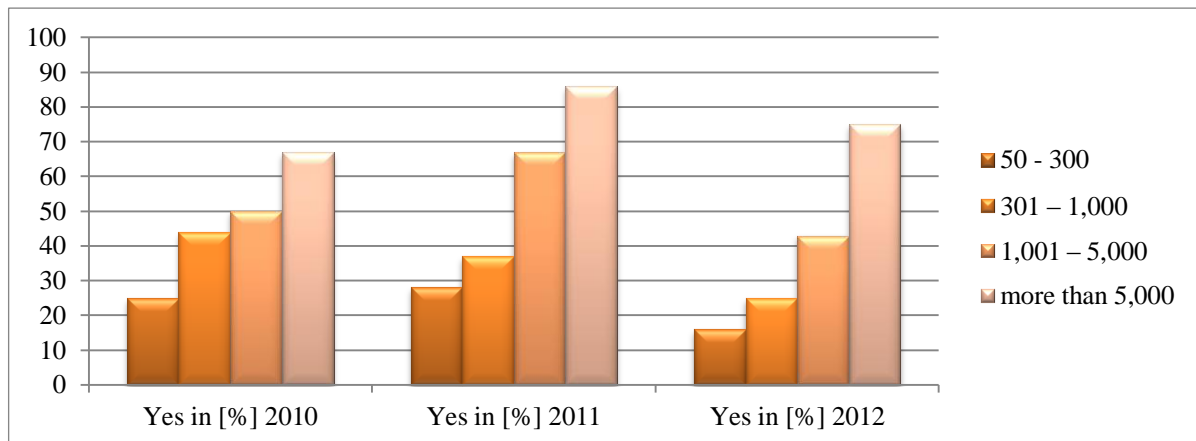

Figure 2: Impact of the size of an organisation on carrying out organisational culture analysis (own study)

However, comparing whether the organisations were identical in both cases (it is not possible to carry out and arrange a project of culture change without appropriately carried out complex culture analysis), we found out a significant deficiency in organisations having carried out a change – they did not carry out the culture analysis. The aforementioned suggested that there were only 15% – 24% of organisations carrying out a project of organisational culture change regularly (Tables 10, 11 and 12).

Table 10: Organisations carrying out a project of change and organisational culture analysis in 2010 (own study)

2010		Does your organisation carry out organisational culture analysis?	
		Yes in [%]	**No in [%]**
Has a project of organisational culture change been carried out over the last 5 years?	Yes in [%]	24	11
	No in [%]	10	55

Table 11: Organisations carrying out a project of change and organisational culture analysis in 2011 (own study)

2011		Does your organisation carry out organisational culture analysis?	
		Yes in [%]	No in [%]
Has a project of organisational culture change been carried out over the last 5 years?	Yes in [%]	22	6
	No in [%]	11	61

Table 12: Organisations carrying out a project of change and organisational culture analysis in 2012 (own study)

2012		Does your organisation carry out organisational culture analysis?	
		Yes in [%]	No in [%]
Has a project of organisational culture change been carried out over the last 5 years?	Yes in [%]	15	5
	No in [%]	6	74

However, the most significant difference was identified upon comparing the views of individual groups of organisations of whether organisational culture facilitates their human resources management in individual functional spheres. Organisations dealing with culture marked all of the twelve given spheres in greater extents, which unequivocally confirms the statement that "the activities of human resources management serve as a tool of creation and enforcement of organisational culture, which on the other hand supports individual activities of human resources management by means of its elements," *(Kachaňáková, 2010, p. 56; Stasiak-Betlejewska & Piasecki, 2011, p. 37; Šujanová et al., 2012, p. 1139; Vetráková et al., 2013, p. 88).*

However, regarding both groups, we can state the percentage of realizing that human resources management is 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 3% and 8% in particular. Unfortunately, current approach of organisations to outplacement is in most of 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 (see Table 13), when only 1% of respondents claimed that they dealt with outplacement complexly, and 6% − 10% respondents did so partially. That implies that more than 80% of questioned 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 a possibility for the organisation to build inside as well as outside positive image actively, it declares values, contributes to 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 sensibly, and has interest in participating in their solution *(Stachová & Kachaňáková, 2011, p. 89).*

Table 13: Do you ensure outplacement for leaving employees (own study)

Do you ensure outplacement for leaving employees:	Share of organisations in %		
	2010	**2010**	**2010**
Yes, we ensure psychological advice,	4	1	1
Yes, we organise trainings focused on job seeking,	8	4	3
Yes, we organise trainings focused on social and legal duties for them,	11	5	4
Yes, we ensure financial advice,	1	1	1
No, we do not deal with it	82	89	92

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.

3. Conclusion

The creation of conditions of positive behaviour of employees in line with the strategic intentions and goals of an organisation is not only conditioned by the complex focus of organisations on individual human resources management functions but also on the creation and maintenance of a suitable organisational culture. Organisational culture defines the essential preconditions of employee behaviour, as it represents a system of assumptions, concepts, values and standards adopted and developed in an organisation, having a great impact on the behaviour, thinking and presentation of employees. Simple clarity and inward as well as outward explicit declaration of organisational culture affect the creation of an identity of an organisation as well as its image itself. In order for a result to be positive, it is necessary that all employees are identified with organisational values in the greatest possible extent. It is necessary 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, a 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 an analysis, although the awareness of the necessity to focus on the creation and maintenance of a 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 belong in 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

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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