THE IMPACT OF CORPORATE CULTURE ON HUMAN RESOURCES DEVELOPMENT IN AN INTERCULTURAL ENVIRONMENT

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Abstract

The aim of this paper is to confront the opinions of academic and business experts in corporate culture and human resource development with emphasis on the distinctiveness of intercultural environment. In drafting the review methodology, the axiom that the primary objective of every business is to achieve success was considered. The factors which significantly affect the welfare of the enterprise are creative and dynamic management, employees able to develop and accept corporate culture. Businesses that are a part of multinational companies operate alongside national enterprises in intercultural environment. In addition to an advanced technology, know-how, business partners and other key organizational elements, multinational companies bring along their cultural and social values. Managers and employees meet people from different cultures who bring their ideas, values and norms in communication, corporate culture, management and human resources development. Understanding other cultures presupposes knowledge of our own culture and acceptance of differences in cultures of other nations. In order to achieve the aim of this paper, the examination in selected Slovak enterprises was necessary. Respondents were human resources or senior managers who are responsible for the level of corporate culture and human resources development. The result of the study, based on initial assumptions, is the impact of corporate culture on the human resources development. Experts verified the credibility of the results of the questionnaire using the Delphi method.

Key words: corporate culture, types of corporate culture, intercultural environment, human resources, human resources development.

Classification JEL: M12 – Personnel Management.

1. Introduction

Many domestic and foreign authors deal with examination of enterprise success. Their studies[1] show that the attributes of a successful enterprise are not only the final manifestation of the conduct in business environment (profitability, revenues, cost-effectiveness, market share, etc.) but also supporting values such as teamwork, customer proximity, human resources as a guarantee of quality and performance, significant business values, organizational intelligence of the enterprise *(Cherniss & Adler, 2003)*. Criteria for evaluation of enterprises in international environment are derived from the attributes of a successful enterprise. These include economic stability and profitability (financial conditions), leadership style and system of work organization, corporate strategy, corporate culture, introduction of new technologies and information systems, job descriptions and employee satisfaction.

Corporate culture is a component that links relations and processes in enterprises. Based on expert opinions *(Kilmann et al., 1985; Deshpande & Webster, 1989; Schein, 1992; Kotter & Heskett, 2001; Lukášová & Nový, 2004; Cameron & Quinn, 2006; Mihalčová & Gavurová, 2007; Sagiv & Schwartz, 2007; Armstrong & Stephens, 2008; Hitka et al., 2010; Kachaňáková, 2010; and others),* corporate culture is a set of basic assumptions, values, attitudes and norms of behavior that are acquired within the company and are expressed in thinking, feeling and behavior of members of the enterprise but also in artifacts of material

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[1] Peters and Waterman's study; Mc Kinsey's 7 S principle; Einstein's theory of success; Parkinson's laws; Heller's study; Denison, 1990; Kassay, 2001; Robbins, Coulter, 2004; Peter's Principle In: Porvazník, 2007; Dědina, Cejthamr, 2005; etc.

and non-material nature. Corporate culture gives individuals the opportunity to justify their behavior in response to the preferred value of the company. On the other hand, managers and owners use corporate culture to support activities that are of particular interest to them. Regulation of corporate culture that supports the development of human resources is essential. According to Lesáková et al. *(2008, p. 108),* the human resources development becomes apriority objective of strategic decisions of an enterprise and focuses on exploring the capabilities of employees, active management of education and learning in order to fulfill the long-term intentions of the enterprise.

The paper deals with explaining the human resources development in companies with national and international participation. Based on the results of the survey we will review the types of corporate culture in the studied enterprises and diagnose their positive attributes and shortcomings in the development of human resources.

2. Definition of corporate culture in an international environment

The management of human resources is influenced by the expanding range of cultural diversity of employees in enterprises. Employees are defined in terms of ethnic, religious and other features of culture that are becoming increasingly heterogeneous and it is not possible to manage them by using traditional local uniform approaches and practices *(Koubek, 2004).* In an attempt to a deeper understanding of corporate culture, in order to comply with the business plan, several principles of corporate culture need to be respected. It is important to bear in mind that corporate culture reflects the thinking and behavior of people, that it cannot be precisely expressed or quantified, it is nevertheless perceptible, influenced by the past of the company and its employees, it is quite inert, it is impossible to create it by a regulation but it is necessary for its voluntary acceptance and identification with it *(Pfeifer & Umlaufová, 1993).*

Corporate culture is affected not only by internal but also by external environment of an enterprise. The internationalization process has increasing impact on the development of corporate culture associated with the entry of other companies to the national market in order to obtain the benefits in research and development, production, logistics, marketing and finance, cost and reputation, which the domestic competitor cannot ever reach *(Kotler, 1998, p. 355).* Multinationals are the players in international market in this process. The term "transnational companies" refers to large companies that run their business activities with goods or services in several countries. This term is often synonymized with the term 'multinational corporation' *(Kukula, 2005).* A true multinational corporation, however, operates without any national substance or attribute. A transnational company has its headquarters in a first world country and uses a segmented structure to manage its branches in other countries. According to the OECD, transnational companies are organizations operating in more than one country, which are connected in ways that allow it to coordinate its operations in various ways. While one or more companies can have a significant impact on the operations of other companies, their degree of autonomy may be different in various multinational companies. The owner of these companies can be a private person, country, or both *(OECD Guidelines for Multinational Enterprises, 2000).*

The cause of misunderstandings in multinational companies in different countries could also be new cultural values and norms, specific communication elements and different types of expression that are brought with them. A prerequisite for communication in between cultures is, based on the understanding of their own culture, learning to respect the differences of cultures of other nations *(Schein, 1992; Hofstede, 2001; Kotter & Heskett, 2001; Sagiv & Schwartz, 2007; Trompenaars & Hampden-Turnes, 2007; and others).*

Three approaches are applied in forming a corporate culture in companies with international presence – ethnocentric (confidence in the homeland), polycentric (confidence in

the country where the enterprise is located) and geocentric (internationally oriented focus). Ethnocentrism is based on the belief that the customs, traditions, values and behavior of one culture are better than in other cultures. People, who believe that their culture is superior to other cultures, are not able to objectively understand other cultures and their differences *(Reisinger, 2009, p. 192).* Ethnocentric approach to forming corporate culture assumes the creation of conditions for the extension of basic elements of the culture of the parent company to the subsidiaries in different countries and regions. Implementation of this approach is accepted if the parent company has a strong corporate culture respected in the new cultural environment. Negative aspects of this approach are underestimation of the values of cultures in subsidiaries and wrong reactions to established behaviors caused by cultural differences.

A polycentric approach allows higher scope of respecting the cultural differences in transnational companies. It is based on opening the space for cultural interaction. The existence of several corporate cultures that take into account the specifics of the country brings many advantages but also disadvantages. The advantages include the selection of local managers, knowledge of the working environment, creation of custom management system based on national characteristics and support for local authorities and government. The disadvantage is complicated achieving of conjunctive goals because of the strong focus on national values *(Robbins & Coulter, 2004, p. 97).*

A geocentric (transnational) approach is demanding on the establishment of a society in which all parts respect uniform principles, values and rules of the corporate culture. Culture is a product, a mixture of national cultures of a multinational corporation. International teams of managers work at all levels of management. There is a balance between national and global objectives and values. Such system requires creation of a common international strategy and tactics. This approach is the best one for creating corporate culture in companies with international presence *(Olejárová et al., 2007, p. 14).*

An important aspect of the work of enterprises operating in intercultural environment is shaping a corporate culture which expresses common vision, values and norms of stakeholders. Corporate culture and human resources are interconnected because corporate culture is created by people who work for the company. According to Nyameh *(2013),* the relationship between corporate culture and practices in human resources management and development is significant, because if employees understand and accept the corporate culture as their own, they are allowed to choose a strategy and behavior that describes their personality and also corresponds to the main direction of the company.

3. Human resources development

Employees work effectively and efficiently only when they are identified with the values and objectives of the company and have a sufficient level of intrinsic motivation. Proper underpinning and the use of human potential is an essential requirement for the existence of a successful company in a competitive environment. Optimal use and development of human resources depends on three conditions – knowledge, motivation and opportunities *(Fabianová & Janeková, 2011, p. 56).* Barták *(2006)* argues that knowledge and motivation reflect the internal characteristics of an employee, but it is the third condition – opportunities, which are equal to corporate culture, gives him the real chance to succeed.

The main objective of human resources development is to create social, political and economic environment that allows each individual to fully develop his knowledge, skills and competence, and gain practical experience. Training is the basis for professional development of employees in enterprises. The role of vocational education is to help the management of the enterprise to achieve its objectives through assessment of critical resources, i.e. its employees. Education is associated with investing in employees to achieve higher performance and the

use of their natural skills and acquired experience. The content of vocational training is the widening qualification, requalification and adaptation of a new employee.

Widening the qualification (postgraduate courses) is a continuation of training received in high schools and/or colleges. It is the process of adapting the knowledge and skills of the changing requirements of the current job (change of technique and technology, new discoveries in the field, new market requirements, etc.). Reskilling (retraining) is the formation of professional skills that lead to getting used to the new job, new skills. It may be a partial or complete retraining. Adaptation is the orientation of a new employee on the job and working team. Professional (vocational) training helps employees mainly in carrying out their current job, although its benefits extend employee's career well into the future. Professional development helps employees cope with not only the current but also the future obligations regardless of the current job.

Human resources development means a career direction for the future. It is associated with the formation of labor potential of individuals, their professional skills and personal qualities and the development of their careers. Professional development is focused on obtaining a broader set of knowledge and skills as required by the current occupation *(Vetráková et al., 2011, p. 130)*.

The main purpose of employees' support for professional development is to meet the business objectives and goals of individuals, i. e. adequate working adaptation. The development of employees' capabilities, such as their performance, behavior and changes in their knowledge, skills and attitudes, are a result of the investment in their education *(Bělohlávek, 2005, p. 378)*. According to Armstrong *(2007, p. 461)* objectives of the policy and educational programs is to provide qualified, trained and skilled staff needed to meet the current and future business needs.

Given the speed of change in the business environment, companies should focus on the formulation of objectives aimed at higher quality of human resources *(Blašková, 2009)*. Creating conditions for employees' development belong among the key issues that enterprise needs to address in relation to human resources. Otherwise, the employment potential, which the employees have, is not exploited and work execution remains constant or is declining *(Seková et al., 2013, p. 68)*.

Opinions on the definition of human resources development concept vary. Chalofsky *(2004, In McGuire, 2011)* argues that human resources development is an interdisciplinary tool. Its content and nature can be clarified on the basis of business studies and investigations of human resources. Hatcher *(2006)* supports this argument, adding that human resources development is a complex multidisciplinary branch and one-dimensional view cannot comprehensively clarify its essence. Swanson and Holton *(2009)* believe that the main principles of human resources development are strong confidence in learning and professional development; belief that enterprises could only gain from supporting the training and development of working potential; deep desire to see people develop. Some authors *(Blake, 1995; Lee, 2001; McGoldrick et al., 2002, In McGuire, 2011)* refuse to define human resources development because, in their view, any definition distorts the true essence of human resources development.

Despite opposing this definition, Gourlay *(2000)* defines human resources development and states that human resources development focuses on the theory and practice relating to the preparation, development and training in a company, as for individuals but also in the context of business strategy and organizational competencies. Armstrong *(2007, p. 443)* emphasizes the importance of learning, development and training in order to improve skills of an individual, a team and the achievement of corporate performance. It is a strategic business development people-oriented approach. According to Smith *(2004)* human resources development is the process of determining optimal methods for the development and

improvement of human resources in a company and systematically improving employee performance through training, education and development that would lead to the achievement of both business and personal goals. Werner and DeSimone *(2006)* point to a set of systematic and planned activities of company in order for the employees to gain necessary skills that would meet the current and future requirements of the particular position. Balakrishnan and Srividhya *(2007)* have a similar opinion and the human resources development is a set of systematic and planned activities bespoke by the company itself that would provide its members the possibilities to develop necessary abilities and skills in order to satisfy the current and future business needs. According to Subba and Rao *(2010)* human resources development is an essential part of a dynamic and growth-oriented enterprise. Unlike other resources, human resources have almost unlimited potential. This potential can be fully used only when creating a favorable environment that identifies, highlights, develops, and uses the skills of people.

We agree with the multidisciplinary examination of human resources development that aims to increase the ability of human resources in accordance with the understanding that the human capital of the company is the main source of its competitive advantage. It means to constantly shape appropriate qualities of people in order to meet the current and future needs of the enterprise that are in accordance with the needs of the enterprise and the individual interest in a creative and flexible environment.
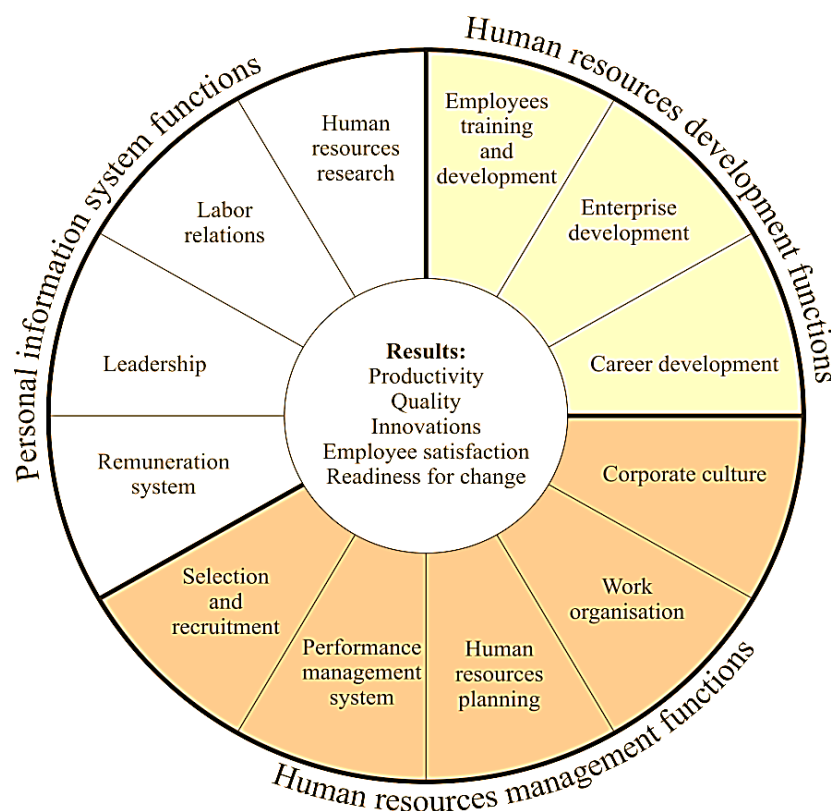

Figure1. Functions of the development and management of human resources
(own processing according to McGuire, 2011)

Human resources development is not a one-off activity. It is a process that performs several functions of corporate management. Respecting the functional aspect of the examination of human resources development, which emphasizes the duration of the

scope of personal activities, human resources development is affected by functions related mainly to training, professional development, business development and corporate culture. All of the activities, if they are intended to increase knowledge and skills at all levels of the enterprise and integrate the culture of learning into its business strategy, support the enterprise's effort in achieving high quality performance, contribute to the development of human resources *(Slotte, Tynjala & Hytonen, 2004)*. These functions are in harmony with human resources management and assumptions about the expected company's performance (Figure 1).

4. Human resources development survey

In accordance with the theoretical knowledge based on the study of publications of experts on corporate culture and human resources development and using our own experience in the project[2], we conducted a survey focused on the analysis of corporate culture in companies with national and international participation. The aim of the study is to examine the influence of corporate culture on human resources development. The result of the examination is a diagnosis of strengths and weaknesses of different types of corporate culture in the development of human resources. The identification of corporate culture was based on the typology of Cameron and Quinn *(2006)*.

4.1. Methodology

Our examination is based on the assumption that the degree of influence of corporate culture on human resources development varies depending on the nature of the corporate culture. We are also interested in finding differences or conformity in identifying corporate culture in companies with and without international participation.

The basic method of verification of the set assumption is a survey using a questionnaire. The questionnaire consisted of 28 questions. In the first part we diagnosed corporate culture using the OCAI method – Organizational Culture Assessment Instrument *(Cameron & Quinn, 2006)*. In the second part we gathered information about existing corporate culture and the impact on human resources in enterprises. The tools and methods of their application in the surveyed enterprises were monitored. We also focused on questions of foreign participation in the development of the cultural environment and comparison of the types of organizational culture prevailing in Slovak as well as companies with international participation in identifying the corporate culture.

The survey was preceded by a preparatory phase of the suitability of the selected methodology conducted from October to December 2013. In the survey of 2014 medium and large enterprises operating in the Slovak Republic were included. The base set consists of 2,660 medium and 624 large enterprises (total of 3,284 enterprises). Data collection was conducted electronically using available e-mail resources or in person. Total of 1,396 (human resources or senior) managers of enterprises were addressed. There were 236 correct responses, resulting in a 16.55% return. Finally, the research sample consisted of 182 medium and 54 large enterprises.

Prior to evaluating the questionnaire we verified the representativeness of the sample using the Chi quadrate test with a significance level α = .05. Only in the case of a representative set, the found arguments could be generalized to the entire basic file. Representative selected file was observed in enterprise location and size of the enterprise (Tables 1 and 2).

From the result of the Chi quadrate test we see the p-value equals to .425 and .129 respectively, which means confirmation of the research sample by location and by size. The results obtained in primary research were verified by the Delphi method. Delphi method is based on gathering data from experts in two or three rounds in order to achieve convergence of opinions and a consensus on the relevant issues *(Magdolenová 2007, p. 194)*. The Delphi method is designed to gather opinions of experts through repeated examinations with controlled feedback. Eight experts who are professionally engaged in the management of human resources and corporate culture were examined. Four experts are from academic environment and four of them work as HR managers. In order to ensure their anonymity, each respondent answers independently and their identity is not stated.

Table 1. Chi quadrate test on enterprises location (based on data from the Statistical Office of the Slovak Republic on 31 March 2014 and own study – results of the questionnaire)

Location	Observed N	Expected N	Residual
Bratislava region	75	68.8	6.2
Trnava region	17	22.6	−5.6
Trenčín region	28	25.8	2.2
Nitra region	20	27.2	−7.2
Žilina region	28	28.1	−0.1
Banská Bystrica region	26	20.2	5.8
Prešov region	26	22.9	3.1
Košice region	16	20.3	−4.3
Total	*236*		

Test Statistics

	Location
Chi-Square	7.039a
df	7
Asymp. Sig.	0.425

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 20.2

Table 2. Chi quadrate test on size of the enterprises (based on data from the Statistical Office of the Slovak Republic on 31 March 2014 and own study – results of the questionnaire)

Size	Observed N	Expected N	Residual
Medium	182	191.2	−9.2
Large	54	44.8	9.2
Total	*236*		

Test Statistics

	Size
Chi-Square	2.310a
df	1
Asymp. Sig.	0.129

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 44.8

4.2. Results

The OCAI methodology distinguishes four types of corporate culture – clan, adhocracy, market and hierarchy. Each of these cultures is different from the other in 6 dimensions. These are dominant characteristics of an enterprise, organizational leadership, management of employees, organizational solidarity, strategic orientation and criteria for success. In each dimension respondents were given the task to divide 100 points among the four alternatives depending on the extent to which each alternative is similar to their own organization. The more similar to their enterprise, the higher the number of points to the alternative needs to be given. Subsequently, summing up the values for each option A – D and application of the arithmetic mean, we got four coordinates that determine the type of corporate culture in the enterprise. As an example, there are answers to one of the surveyed enterprises in Table 3.

Table 3. Answers in a randomly selected enterprise (own study)

	A	B	C	D	Total
Question 1	10	20	25	45	100
Question 2	10	15	20	55	100
Question 3	25	15	15	45	100
Question 4	25	10	10	55	100
Question 5	25	15	15	45	100
Question 6	15	35	10	40	100
Average	*18.33*	*18.33*	*15.83*	*47.50*	

Note: A – Clan culture, B – Adhocracy culture, C – Market culture, D – Hierarchy culture

Average values of an adventive enterprise are shown in Figure 2, showing clearly the particular type of corporate culture.
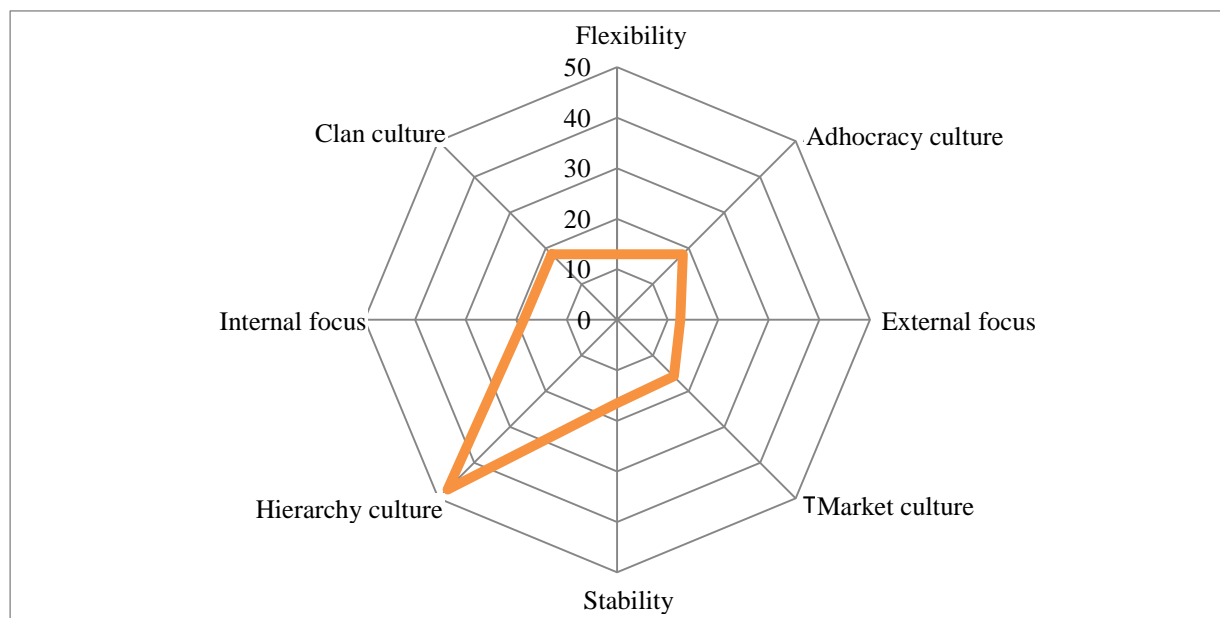

Figure 2. Type of corporate culture in a randomly selected enterprise (1), (own study)

For the purposes of summarizing the data obtained from the research sample, we needed unambiguously assign the corporate culture to one of the four types, i.e.

determine which features of the culture type are dominant in the researched enterprise. Thus, we have designed our own procedure. Based on the collected data, we marked a specific point (K) on the graph. Its position determines the type of an existing corporate culture. Since OCAI divides the types of corporate culture according to two criteria (internal/external focus and flexibility/control) and based on this principle we established our calculation. To calculate the X coordinates of the point K, we calculated the arithmetic average of the average values of the cultures with the external focus and subtracted the arithmetic average of the average values of the cultures with the internal focus. In mathematical terms:

$$X = \left(\overline{Adhocracy} + \overline{Market}\right) - \left(\overline{Clan} + \overline{Hierarchy}\right) = (\bar{B} + \bar{C}) - (\bar{A} + \bar{D}) \tag{1}$$

In the above-mentioned randomly selected enterprise the calculation looks as follows:

$$X = (18.33 + 15.83) - (18.33 + 47.50) = -31.67$$

In order to calculate the Y coordinates of the point K, we calculated the arithmetic average of the average values of the cultures, having flexibility and subtracted the arithmetic average of the average values of the cultures, having stability. In mathematical terms:

$$Y = \left(\overline{Clan} + \overline{Adhocracy}\right) - \left(\overline{Market} + \overline{Hierarchy}\right) = (\bar{A} + \bar{B}) - (\bar{C} + \bar{D}) \tag{2}$$

In the above-mentioned randomly selected enterprise the calculation looks as follows:

$$Y = (18.33 + 18.33) - (15.83 + 47.50) = -26.67$$

In this case, the point K is in the lower left quadrant, therefore we can conclude that the observed enterprise is characterized predominantly by hierarchical corporate culture (Figure 3). This method was applied to the whole research sample (Table 4).
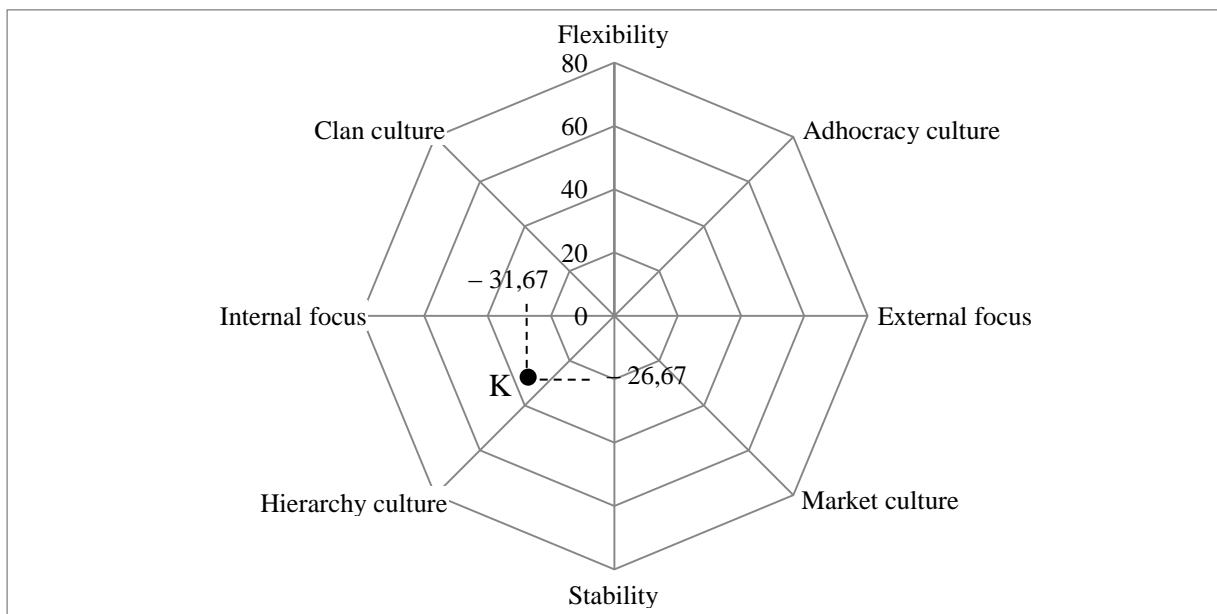

Figure 3. Type of corporate culture in a randomly selected enterprise (2), (own study)

Table 4. Number of enterprises by type of corporate culture (own study)

Culture	Number of enterprises							
	Total		Management					
			Slovak		Mixed		Foreign	
Clan	77	32.63%	40	28.78%	32	38.55%	5	35.71%
Adhocracy	24	10.17%	18	12.95%	6	7.30%	0	0.00%
Market	47	19.91%	18	12.95%	24	28.92%	5	35.71%
Hierarchy	88	37.29%	63	45.32%	21	25.30%	4	28.58%
Total	*236*	*100.00%*	*139*	*100.00%*	*83*	*100.00%*	*14*	*100.00%*

The results of diagnosis showed the differences between the predominant types of corporate culture in Slovak enterprises and enterprises with foreign or mixed management. Hierarchical culture prevailed in Slovak enterprises, while the clan and market culture in companies with international participation. A typical feature of hierarchical culture is stability and control which ensures smooth operation. Reasons prevailing hierarchical culture should be examined further and they are probably based in our traditions, in the impact of national culture, historical development and the prevailing sector of enterprises. Out of the 88 enterprises that were diagnosed with hierarchical culture, 30 are industrial, 12 construction and 11 engineering, respectively.

Consecutive changes in the development of corporate culture induced by the expansion of multinationals were confirmed by the survey, too. Work in a multicultural environment is also reflected in the change of management system, accepted values of corporate culture. In enterprises with foreign or mixed management more clan cultures followed by market cultures occur. The clan culture is characterized by flexibility, mutual solidarity, cohesion, morale and focus on human resources development. The majority of enterprises (23) with clan culture are involved in services, trade and information technologies. The criteria of efficiency in market culture are competition, mutual rivalry, and strong individualism. The main aim is to reach the set objectives, increase market share and to defeat the competition. Not every employee has the capacity to handle a job in this challenging competitive environment and the stronger are usually the winners.

A set of closed questions (18) was used in the second part of the questionnaire to investigate the level of human resources development. The questions were formulated to determine what instruments of human resources development an enterprises uses. Each of the responses had an assigned number of points. Likert scale was used to assess the degree of the development.

We consulted the findings of the impact of corporate culture on human resources development with experts. Opinions obtained in the first stage of the Delphi method were summarized and were looking for a majority (75−100%) consensus. In the second stage, questions with greater range of opinions were included. Results confirming the relationship between the type of corporate culture and the human resources development are presented in Table 5.

Table 5. The results based on the Delphi method (own study)

No	Response	Match
1.	Corporate culture is a set of core beliefs, values, attitudes, norms of behavior, communication methods and behavior towards employees, among themselves and external business environment and artifacts of material and non-material nature.	100.0%
2.	Corporate culture affects performance, employee satisfaction, regulates the relations of superiority and subordination, and defines powers.	100.0%
3.	National culture influences corporate culture through values and standards which are best understood. The most common problems which may arise are the conflict of values and norms, and too much effort to promote their own values and standards.	100.0%
4.	Human resources development includes activities aimed at discovery and increase of the potential of employees to be integrated in the labor market and in order to increase their value for the company.	100.0%
5.	Staff selection and their development are the most important personal activities.	87.5%
6.	Companies do not analyze training needs but prefer available courses or trendy activities in the development of human resources.	87.5%
7.	Human resources development is dependent on the existing corporate culture.	100.0%
8.	The development of human resources are influenced mostly by the following elements: 1. Values 2. Managers – leaders	87.5% 75.0%
9.	Another important factor in the development of human resources is available finances.	87.5%
10.	Corporate culture can be deliberately changed.	100.0%
11.	First of all, awareness of the need for change at the level of the enterprise, sequence and careful selection of individual steps and a high emphasis on communication purposes, goals, objectives and methods of change between management and employees are the assumptions for successful change of corporate culture.	75.0%
12.	To achieve corporate culture changes successfully, enterprises should carry out the steps: 1. Analyze the current situation 2. Determinate the goals and values of the new corporate culture 3. Set up a strategy (direction of the new culture) 4. Tactic implementation of changes 5. Communication of reasons and procedure of changes 6. Creating a climate for change 7. Implementation of changes in corporate culture	75.0%
13.	The main pitfalls of corporate culture change are a lack of understanding for changes and staff resistance to change, based on the natural fear of the unknown.	100.0%
14.	Higher levels of human resources development in enterprises with more flexible corporate culture, since flexibility means awareness of the need for constant change and innovation. It is a determinant of human resources development itself.	100.0%
15.	Reasons why we identified mostly businesses with hierarchical corporate culture in Slovakia (which supports the development of human resources at least) are: 1. The influence of national culture 2. The historical development of economic, social and political environment in Slovakia 3. Predominantly sectorial focus of Slovak enterprises	87.5% 75.0% 75.0%
16.	Reasons why in Slovakia we identified most enterprises with internally focused corporate culture is the impact of national culture and distrust of Slovak enterprises to their surroundings.	75.0%

5. Conclusion

If the managers want to implement their ideas and goals of successful management, they need capable and willing employees who expectations are close to the strategic and operational objectives of the company. Each of the employees is unique with their behavior, work performance, attitude to work and has his ideas which are not always in accordance with the managers' ones. Corporate culture reflects thinking and behavior of people, it is a reflection of the past and present and in terms of achieving corporate objectives its acceptance and further development is important. Diagnosing is one way that helps managers and owners to find out the current state of corporate culture to describe the elements, to identify the causes of the existing problems in the workplace and to take the necessary actions to change. There can be several cultures in an enterprise; even individual departments may have different ones. It is important to determine whether the corporate culture helps to align company strategy with the goals and ambitions of its employees.

Each type of corporate culture has its own specifics. Cultures having flexibility have a high to very high rate of human resources development. This shows that the enterprises that tend to respond flexibly to the changing requirements and demands on human resources, place importance on human resources development. Clan and adhocracy cultures are dominated in these enterprises. The findings of the survey, however, did not reveal the different impact of market and hierarchical culture on human resources development. Stability and control is the linking dimension of these two cultures. The cause of such result may be the predominant focus on performance, completing the tasks and objectives and less on employee satisfaction and development.

The results of the survey were also confirmed by the opinions of experts. However, the findings open up space for scientific discussion about the importance and complexity of human resources development and shaping corporate culture that is accepted by most employees. Adoption of clearer conclusions about the impact of the type of corporate culture on human resources development requires further investigation, which will continue within the research project.

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