

IMPACT OF ORGANIZATIONAL CULTURE PERCEPTION EFFICIENCY OF WORKERS ENTERPRISE – CASE STUDY

Agnieszka Chuda* and Magdalena Krystyna Wyrwicka**

* Doctoral student at the Faculty of Engineering Management, Poznan University of Technology, Poznan 60-965, Poland, Email: agnieszkachuda@poczta.fm

** Faculty of Engineering Management, Poznan University of Technology, Poznan 60-965, Poland, Email: magdalena.wyrwicka@put.poznan.pl

Abstract. The subject of this study is organizational culture and its impact on improving efficiency. The article shows how important it is the behavior of employees and their mutual relationship. To improve the efficiency is also influenced by driving style and way of management. The article presents the results of the authors on the example of a small manufacturing company. The case study includes a diagnosis of organizational culture and is done using the model of competing values formulated by Cameron and Quinn.

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1. INTRODUCTION

Permanent changes in the external environment and internal and rapid technological progress means that companies need to deal with adapting to constant change. Following the news, and the ability to predict the future is now the big challenge for companies that want to survive and achieve success.

According to recent studies (Lorsch & McTague, 2016, p. 98) should look at the culture as a result of changes, not the cause of the trouble, or remedy (p. 100), because culture is not something that you can “fix” and not It should be seen as a target area of transformation. As she wrote L. Zbiegień-Maciąg, it is a phenomenon, the resulting behavior of the members of the organization.

Modification of the organizational culture is the key to successful implementation of any programs designed to bring increased efficiency and also provided to adapt to an increasingly changing environment in which enterprises operate (Cameron & Quinn, 2006, p. 20).

Scott W.E., Cummings L.L. They believe that the organization is focused on the acquisition and use of resources and improving its position in relation to other market participants. This article addresses the subject of organizational culture and its impact on improving the efficiency of the production company. The case study indicated that a significant impact on the effectiveness of the company have employee behavior and their relationships. The first part explains the basic concepts and describes the model of competing values. The next section presents the results of research and describes proposals for the analyzed production company.

2. ORGANIZATIONAL CULTURE

Culture became interest to those who study human works organizations with publication of the seminal paper by Pettigref (1979). As with the study of organizational climate’s emergence in the 1960, 20 years later there emerged a flood of interest in organizational culture (Barbera, 2014).

Each organization has a specific characteristic value system also called the culture of the organization. It is a specific kernel of the organization, from which derive almost all the strategic moves. Organizational culture is a social category, which means subordination of human behavior in the workplace certain common patterns and models. Among the many ways of understanding the organizational culture of the most useful for the discussion of organizational culture are the shots that emphasize the subordination of the standards as a feature of cultural behavior. They focus on human behavior and not the objects are the result of these behaviors, and stress integrates the functions of culture and cultural phenomena treat only the behavior that has become a social habit, which is characterized by regularity for the

appropriate number of members of a particular group (Nogalski, 1998, p. 103). Culture then is central in governing the understanding of behavior, social events, institutions and processes (Alvesson, 2013, p. 4).

The term “culture” is one of the most ambiguous and variously defined concepts of what can be found in the literature. The essence of organizational culture can best be explained by comparing it with the manners of a man. Organizational culture manifested in shared values and beliefs, the assumptions, language and symbols, as well as methods of procedure used by members of the organization (King & Ludwiczynski 2006, p. 131). Culture is a result of a complex group learning process (Schein, 2004, p. 11). In the process of shaping the organizational culture influences on each other many factors, and as a result are established in the organization shared ideas, the existing rules, and shaping behavior. An important factor is also the shape of the culture of the organization is its environment, and more specifically the value systems and the basic cultural values prevailing in the community (Bylok, 2009, p. 97). Every organization has a culture and depending on its strength, culture can have significant influence on the attitude and behavior of organization’s members (Dwivdi, 1995, p. 11).

3. FUNCTIONS OF THE ORGANIZATIONAL CULTURE

Since it is not possible to focus simultaneously on all aspects of the organization, the correct diagnosis of culture requires strict selection of certain specified dimensions, which will be examined. It is worth mentioning two kinds of dimensions of culture: its content and patterns. Content is everything included in the scenarios that are to help participants recognize the cultural values of their organization. These patterns are profiles of culture, which are obtained by a summary of the results obtained through questionnaires to assess culture. Profiles can be used to make a diagnosis of culture (Cameron & Quinn, 2006, p. 138).

E. Schein points out that one of the functions of management is the skillful use of culture to development activities. Therefore, it distinguished and analyzed the various functions of culture, which are divided into internal and external (Zbiegień-Maciąg, 2013, p. 33). The internal factors include the following functions: (1) integrating, (2) perceptual (cognitive – information), (3) adaptive.

The integrative function of organizational culture associated with maintaining organizational unity by creating an atmosphere of cooperation and acceptance of common values and objectives (identification). You can name a few aspects affecting the fulfillment of this function.

- Culture as a synthesis of the community. Combines and creates a process by generally accepted ways of thinking, beliefs, feelings, values, experience, learning and participation in the process – being together while performing tasks.

- A sense of security and stability. The company, which integrates people with the culture, creating “umbrella” for the crew, and the concern for working conditions, fair division of tasks according to competence and unambiguous system of remuneration of a member of the organization give a sense of an organized activity. Organizational culture having a long history and tradition helps to create organizational identity. Conflicts and then descend some shortcomings – for the common good – the wayside.
- Building the organization’s identity. The crew of the company is a collection of different personalities, characters, temperaments, aspirations and abilities.

Building on diversity strengthens group identity.

In terms of adapting external culture meets the following functions:

1. makes it possible to understand the mission and strategy of the organization, identify the primary objective of the organization by its participants,
2. enables the integration of the participants, “offers” for consensus on the objectives, which can be derived from the mission and strategy of the organization.

Perceptual function of organizational culture is associated with the perception of the environment in which the company operates. Its essence is to provide information and knowledge both about the internal situation and the state of the environment. As a result of being together and contacts people gain information and new knowledge, broaden the horizons of perceiving reality and share their opinions. As a result, together they learn the culture and learn what are the expectations of the organization to them.

Adaptive function of culture is to stabilize reality and creating a state of relative equilibrium by developing procedures and patterns of adaptation that make it easier to accept the changes. It affects the sense of security, because it gives the feeling of “being ready”, thereby reducing the fear and anxiety associated with the dynamics of the environment, and at the same time a driving force and motivation develops, mobilizing for action. As the external features of the organizational culture should be mentioned:

1. Effect of internal arrangements for external contacts; Internal factors that have an impact on the external environment, it m.in.:
 - The mission of the company, its strategy and policy,
 - The objectives of the organization to ensure the development and implementation of the mission of the company, a so-that the resources needed to perform the tasks (division of labor, resource allocation)
 - Criteria for assessing the results of the enterprise – including the extent of the impact of factors derived from the environment;
2. Consideration of environmental factors in decision-making (strategic, tactical and operational); on the company affects the economic environment, legal, political, environmental and social.

Diagnosis of corporate culture, associated with assigning it to a specific type is particularly useful when changes are planned because the management and staff have different ideas about the needs and directions of transformations. The later in the article case study concerns a production plant operating in Wielkopolska.

4. COMPETING VALUES MODEL

Model competing values is the result of research on the key features of effective organizations. It was developed based on the key assumptions concerning the functioning of the organization and management, and accurately describes other important aspects such as organizational leadership, organizational effectiveness, rule management and quality management (Cameron & Quinn, 2006, p. 39).

This model is characterized by culture on two axes containing contradictory dimensions:

- On the one hand, self-reliance and dynamism, and on the other – the criteria for highlighting immutability, order, stability and control;
- Focus on internal matters, integration and unity versus orientation at the position in the environment, differentiation and competition. Described axes divide the plane into four quadrants, corresponding to different – often opposing – phenomena; hence the name “model of competing values” (competing values framework). Each quarter represents the views, assumptions and dimensions that make up the culture of the organization.

Individual quarters assigned names that reflect the most characteristic features of the organization (Wyrwicka, 2014).

K.S. Cameron and R.E. Quinn believe that organizational culture is a key factor in the effectiveness of any organization. Cameron and Quinn in their theoretical model of organizational culture namely competing model values proposed that characterize an organization’s culture significantly affect performance and may create competitive advantages (Miroshnik, 2013, p. 19). According to their typology there are four main types of cultures: the culture of the clan, adhocracy culture, the culture of hierarchy and market culture.

The above Figure 1 shows a model of competing Cameron and Quinn. Each of the quadrants of the model represents a different type of organizational culture, which are described below.

Clan; organization of family type. It is dominated by shared values and common goals, a high degree of participation, consistency and a great sense of community. Typical features include: teamwork, striving to increase the involvement of people, a sense of responsibility for the company’s employees. Members of the organization work together, there is good communication and work in such a company is a pleasure. Leaders are treated as mentors, tutors, and even as parents. Consistency

organizations provide loyalty and attachment to tradition. The rule in cultural management type clan is that participation promotes commitment.

Adhocracy; type of organization based on the dynamic development of ad hoc units that quickly adapt to changing conditions. Adhocracy culture characterized by flexibility, creativity, ambiguity, dynamism and entrepreneurship; its leader should be visionary and risk taker. Consistency organization is the desire to experiment and innovation. The rule management culture adhocracy is that “innovation is conducive to obtaining resources.”

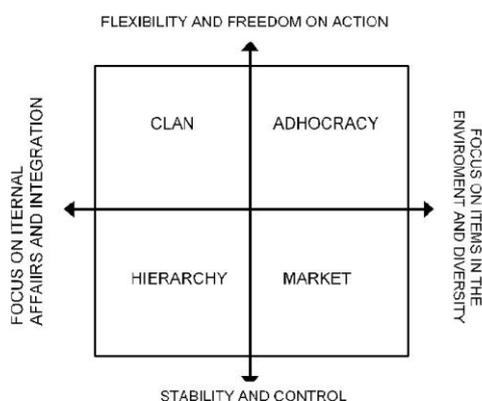


Fig. 1. Model competing values (Cameron & Quinn, 2006, p. 40)

Hierarchy; It is based on the features proposed by M. Weber, who became the attributes of bureaucracy (the principle of specialization, meritocracy, hierarchy, separate ownership, impersonality, responsibility). Organizations procedures dictate to people how and what to do. The leaders are coordinators and organizers. Consistency of the organization is included in the regulations, rules and principles. The rule management culture of this type is that “control is conducive to efficiency.”

Market; oriented culture external affairs, the shaping position in the environment. Indicators relevant to this culture are: profitability, final results, market position, performing challenging tasks and the base of regular customers. The most important values are competitiveness and productivity. The leaders are demanding and tough. Success in the market culture is equated with participation in the market and its penetration, and management principle is “competition promotes efficiency.” Identification of the existing culture and to see what type of culture is preferred by employees, are the basis of vulnerability to projected changes in business strategy (Chuda & Wyrwicka, 2013, p. 9).

One dimension represents one pole: efficiency criteria indicating the flexibility, independence and dynamism and on the opposite pole criteria emphasizing immutability, order, stability and control. This means that some organizations consider

themselves to be effective when they change, adapt and have a low degree of formalization, while others are considered as efficient when they are stable, predictable and have and have a fixed structure. The second dimension summarizes the efficiency criteria, which focus on: the orientation of internal affairs, integration and unity.

While on the other side of the criteria related to the orientation of the position in the environment, competition and differentiation. This means that some organizations are considered to be effective when you create a harmonious whole, and other organizations considered to be effective when focused on cooperation or competition with others. The resulting two dimensions – the axes divide the plane into four quadrants, each of which are described in separate indicators for the effectiveness of organizations which have been described later in the text.

5. ORGANIZATIONAL EFFECTIVENESS

Through the efficiency of the organization understand the efficiency and effectiveness of the organization measured the achievement of its appropriate purposes (Kwaśnik & Żukow, 2009, p. 85). Another definition specifies that organizational effectiveness (the company) can be seen in the context of system approach. According to this approach, the organization is an open system to the external environment, through the necessity of obtaining resources and their transformation in the market offered good or service. The organization is focused on the acquisition and use of resources and improving its position in relation to other market participants (Scott & Cummings, 1983, p. 222). While G.A. Rummler and A.P. Brache represent three levels of performance: (1) organization, (2) process, (3) workplace.

The above mentioned efficiency levels are a first dimension concept (Rummler & Brache, 2000, p. 42). On the second dimension consists of factors, also known as the needs of efficiency, which can affect performance on every level, and thus the results of all the work of the organization. These needs arise from: (1) purposes, (2) how to design, (3) management.

Combination of levels and efficiency requirements forms a matrix with nine variable efficiency, which can be used by business managers. With the concept of three levels of efficiency can be easily noticed flaws methods change and improve the performance of the organization (Wyrwicka, Grzelczak & Krugielka, 2010, p. 84).

Any kind of efforts related to improving the effectiveness of organizations for the use of various tools and techniques and the implementation of the strategy changes go in vain if the culture of the organization – a system of values, way of thinking, management style remain unchanged. According K.S. Cameron and R.E. Quinn modification of the organizational culture is the key to successful implementation of any programs designed to bring increased efficiency and also provided to adapt to an increasingly changing environment in which enterprises operate (Cameron & Quinn, 2006, p. 20).

The criteria for the effectiveness of the most highly valued in the culture of hierarchy is efficiency, punctuality, work smoothly and predictability. Guarantee of success is to be compliance with the rules that control affects the growth of productivity (by eliminating waste and overstaffing), and hence – to increase efficiency. Hierarchical organizations, such as the tax office, only then are considered to be effective when characterized by precisely these characteristics. We do not expect them for flexibility, but competence and perfection. Efficiency criteria most valued in the culture of the market are: achieving goals, victory in the competitive struggle, expanding market share and improving financial performance. It is assumed that competition is an incentive to productivity growth, which entails greater efficiency. In the culture of the clan most highly valued criteria of efficiency, *inter alia*, a high level of morale and its satisfaction, developing human resources and teamwork. The main rule of determining the nature of this culture is that the participation of workers and delegation deepens commitment. Committed and satisfied employees guarantee an increase in efficiency. And finally in the culture adhocracy greatest value to innovative products, creative solutions to problems, innovative ideas and new markets – they also determine the dominant criteria of efficiency. The flagship password that gives direction to actions is that the inventions and new ideas create new markets, new customers and new opportunities. Achievements in this field are key performance indicators (Cameron & Quinn, 2006, p. 51).

For diagnosis of organizational culture is required questionnaire Organizational Culture Assessment Instrument (later in the article used abbreviated nameOCAI).

6. QUESTIONNAIRE OCAI

Diagnosis of organizational culture was made in 2016 using a questionnaire OCAI. The research tool used in the method of this questionnaire is OCAI, which allows you to specify the parent orientation at a particular organization on the basis of such main types of culture. It also helps in assessing the strengths of the organization (Cameron & Quinn, 2006, p. 41). The questionnaire focuses on the six elements and allows you to determine what is the current state of culture, and what is the desired state, and consists of six questions such as:

1. What is the general characteristics of the organization?
2. What is the style of leadership in the organization?
3. What is the style of management employees?
4. What ensures the consistency of the organization?
5. What puts the greatest emphasis?
6. What are the criteria for success in the organization?

For each of the above questions are given four answers, between which must be separated by 100 points, depending on the extent to which a response reflects the situation in an enterprise. The highest number of points allocated to answer that

best fits the prevailing conditions in the company. The questionnaire is available in two versions, but each contains the same questions and answers. The difference between the two versions is that one examines the “current state” of culture, and the second “desired state.”

7. DIAGNOSIS OF ORGANIZATIONAL CULTURE SMALL MANUFACTURING COMPANY

The analysis was located in the Greater plant producing specialized machines for industrial cleaning. The company was founded in 2013, is a legal form of the company Sp. o.o. The test subject does not have a formal organizational structure. Currently it employs fifteen people, although the company is in a growth phase and draws the prospect of employment in a short period of time. The average age of employees is 33 years. Manager of the establishment is also the chief designer of machines, which are produced at the plant. The study group consisted of nine people, including three women and six men, which constitutes 60% of the workforce. Among the participants of three people holding managerial (including one of the people is the head of the plant).

Table 1. Profile of organizational culture

Profile of organizational culture		
Analyzing areas of organizational	Current state	Desired state
What is the general characteristics of the organization	Clan	Clan
What is the style of leadership in the organization	Clan	Adhocracy
What is the style of management employees	Clan	Adhocracy
What ensures the consistency of the organization	Clan	Hierarchy
What puts the greatest emphasis	Clan	Clan
What are the criteria for success in the organization	Clan	Clan

Developed test results on the basis of a questionnaire OCAI are presented graphically in the form of graphs. All the analyzed features in the current state and the desired set out in a graph in Figure 2. In Table 1 below lists the results of tests obtained for the individual profiles cultural characteristics of the analyzed companies. Table 1 shows the general types of cultures for data features in the analyzed company. It has a demonstrative character and clearly visible are individual profiles for the current state and desired. It can be concluded that the dominant type of organizational culture in the current profile is the clan while it is desirable to clan and adhocracy. Only in the case of the features on the consistency of the organization in the state, it is desirable culture of hierarchy.

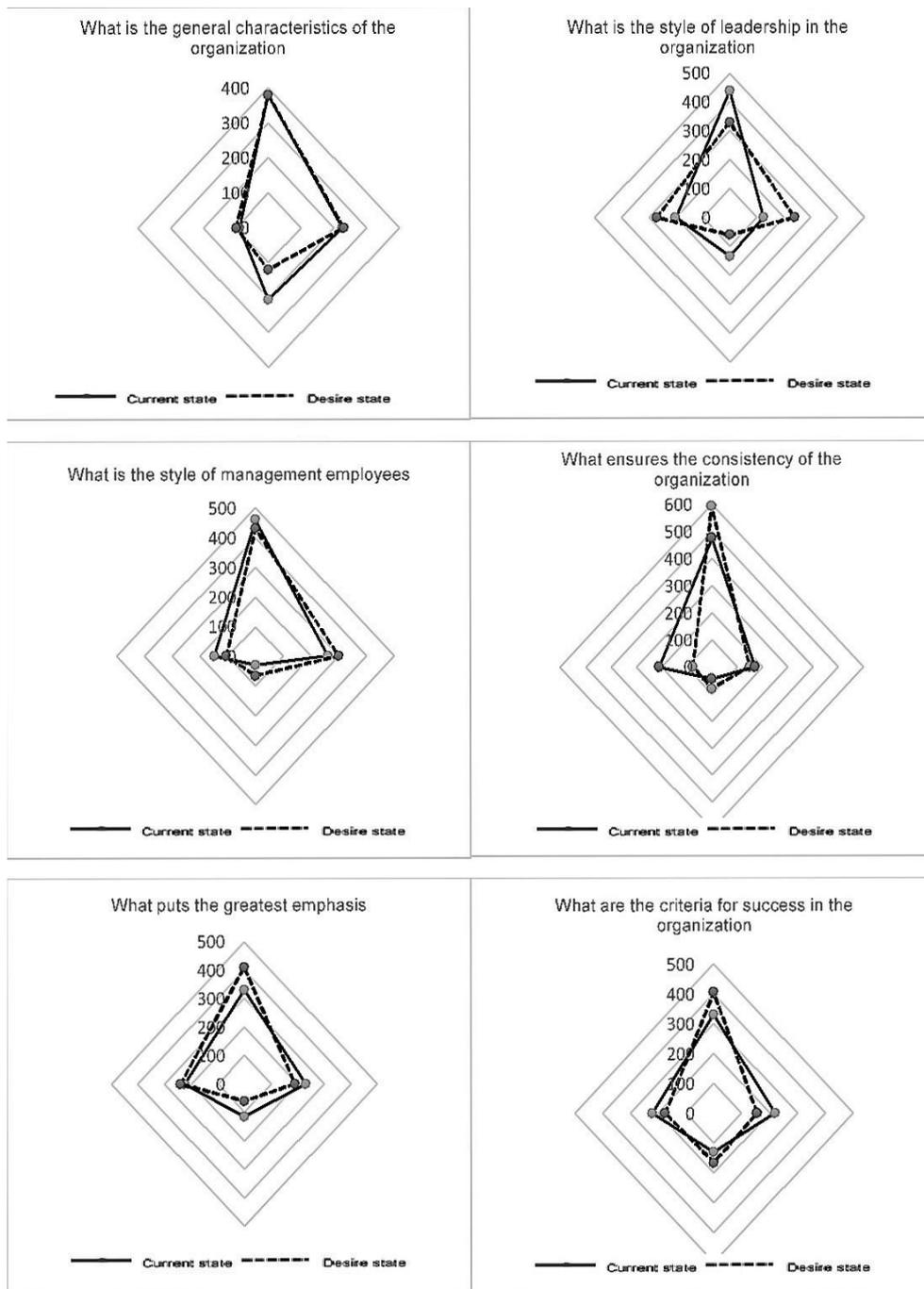


Fig. 2. Profiles the culture of the distinct organizations (own work)

Analyzing the individual features it can be seen that the dominant culture is the profile of the clan in both the current and desirable.

On the basis of the collected questionnaires OCAI in the analyzed company data were obtained that were necessary to diagnose organizational culture. The numerical values of the questionnaires were analyzed and on this basis the resulting graphs. Figure 3 graphically shows the profiles of culture for individual characteristics. On each of the six chart view the two profiles. A solid line indicates the state was present, while the dotted line, the desired state. It can be seen that the graphs diverge slightly from each other.

Differences in the profiles of the characteristics of the organization appear in the style of leadership, management style, and the cohesion of the organization. In the case of the leadership and management of change indicates the adhocracy. This may mean that you should think about the future and increase the emphasis on innovation and encourage employees to seek creative solutions. Important too is the flexibility and ability to adapt to change. In a culture adhocracy dominant values, which are important performance indicators are: innovative ideas, innovative solutions and creativity.

Style of management employees in the enterprise diagnosed in both the current and desired points to the culture of the clan. The plant manager supports its employees, motivate active participation and action. Another feature of the analyzed organizational culture in which there is a divergence:, which ensures the consistency of the organization. In this case, the most important is loyalty, mutual trust and commitment. Profile of the desired culture indicates a slight change in the hierarchy which is associated with improving elements related to the organization of work. This would have a major impact on improving the functioning of the company. Significant factors affecting the efficiency of the culture of the hierarchy of the timeliness, efficiency of operation and work without interruption.

In other characteristics are not indicated a change to a different type of culture. Based on the answers, it appears that employees are satisfied with the work, loyal and committed. Employees have the opportunity to grow. These factors have a large very large impact on the efficiency.

8. CONCLUSION

In this article the problem of culture and its impact on the perception of the effectiveness of the company's employees. On the basis of the analysed companies we can say that good relationship conducive to commitment and creativity and innovation contribute to improved efficiency. The importance of improving efficiency has also leadership and management style focused on the future and the ability to respond quickly to constant changes in the environment. Summing up the

organizational culture has an impact on improving the efficiency of the company and hence for growth and success.

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BIOGRAPHICAL NOTES

Magdalena Krystyna Wyrwicka is an Associate Professor and a dean at the Faculty of Engineering Management at Poznan University of Technology. As a PhD in technical sciences (her work applied to implementation of automation), she has studied the issues of human resource management and small and medium size enterprises' management at the Wirtschaftsuniversität in Vienna which constituted the basis for her postdoctoral degree in the scope of management science and it centred

on a range of problems connected with organizing an enterprise's development. She is a licensed teacher of German REFA (Verband für Arbeitsgestaltung, Betriebsorganisation und Unternehmensentwicklung) in the elementary scope and production planning and control. She is in contact with economic practice. She is an author and a co-author of more than 180 publications. Her scientific research concentrates on premises concerning the development of a company and companies' networks. Since October she has been managing a project called "Foresight 38 Ł. Brzeziński, M.C. Kliber and M.K. Wyrwicka "Wielkopolska's Economic Networks – scenarios of knowledge transformations supporting an innovative economy" in the scope of an Operational Programme of an Innovative Economy. A project's realisation is scheduled till the end of 2011.

Agnieszka Chuda is a doctoral student at the Faculty of Engineering Management of Poznan University of Technology. A graduate at the Poznan University of Technology, Faculty Management. Master's Diploma work concerned the diagnosis of organizational culture in the selected enterprise. Her research are related to the phenomenon of the organizational culture. She is co-author of publications related to issues of human resource management, organizational culture.

