IDENTIFYING AND EVALUATING ORGANIZATIONAL CULTURE BY YOUNG MANAGERS

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2.1. Introduction

Until the beginning of the 1980s, a view prevailed that established strategy of action as well as existing organizational structure are the changeables that best give characteristics of an organization. However, spectacular success of Japanese enterprises (previously a synonym of low quality) in American market brought about a great interest in cultural conditionings of enterprises. Becoming aware of the fact that an organization employs the whole person not only his or her professional skills caused that nonmaterial resources and the so called "soft" management concepts, from among which **organizational culture** [18, p. 1] is often mentioned at the first position, have gained in importance. It is currently perceived not only as a mechanism integrating employees but also as an essential strategic source with economic dimension [1, p. 9]. The importance of organizational culture is that of a basic prognostic of company future [4, p. 11] and a factor forming competitive position in environment.

Realizing the importance of organizational culture in management process is particularly important **for young managers** who form in a way the character of an organization when entering it and are able to solve organizational and social problems as well as foster enterprise's development by introducing intentional changes in existing cultural conditionings. Bearing this in mind, identification and evaluation of cultural models existing in organizations by young, still learning managers as well as showing their preferences concerning organizational cultures in business practice, has become the **aim of this study**.

In order to realize it, empirical research was conducted with the use of questionnaire method among diploma semester students in the Institute of Organization and Management at the Technical University of Łódź.

2.2. Definitions and components of organizational culture

Organizational culture is an element inherent in every organization, understood substantially [28, p. 266-267] as a collection of social and technical elements internally organised and interrelated, isolated from environment. [13, p. 45-46]. The interest in organizational culture in management sciences[1] dates back to the 1940s. Culture, in reference to an organization, was first defined by E Jaques in 1951 in a classic publication on Glacier factory in England. Organizational culture was defined by him as a "customary or traditional way of thinking and acting, shared to a greater or lesser degree by all members, which has to be learnt or at least partially accepted by new members so that they can be accepted by a company" [11, p. 251].

The real interest began in the 1980s and was caused by spectacular success of Japanese companies which were regarded earlier as a synonym of low quality. Ambiguity of the concept of organizational culture[2] and, on the other hand, diversity and expectations as to possibilities of explaining various occurrences taking place in an organization, causes that the concept of organizational culture is still the subject of disputes and controversies.

Definitions of organizational culture differ depending on whether they relate to the way of thinking or acting or whether they are treated according to ideological or institutional approach. The differences can be also caused by the field of science in which the concept is analyzed [18, p. 2-3].

Organizational culture can be defined as a synonym of organization, one of cultural circles, social "game rules", organization's "identity", a system of accepted basic meanings or values, models and standards of behaviour or an organization's philosophy [24, p. 54-57].

Despite numerous terminological grasps and proposals, the definitions are not mutually exclusive but they penetrate and complement each other. Due to that, **certain basic elements** can be distinguished, which are commonly

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[1] Following S. Sudoł, the term "management science" has been adopted in the article, emphasizing multitude of sources and streams of the sciences as well as their considerable internal diversification, see [23, p. 8].

[2] In reference books, considerations on defining the very culture are often found (e.g. it is interesting that A.L. Kroeber and C. Kluckholn [14] mention 160 definitions of culture), which indicate complex and unequivocal interpretation of this phenomenon. It can be stated, though, that the level of research on organizational culture is so advanced that it can be talked about as a separate phenomenon. Therefore, the present study does not raise the issues of origin and relationships of organizational culture with the concept of culture.

associated with the concept of organizational culture. According to these elements, organizational culture [27, p. 17-19; 12, p. 75; 5, p. 36; 19, p. 50; 2, p. 68; 22, p. 442; 10, p. 297; 21, p. 22]:

− is present in every organization,
− is included, hidden in the minds and hearts of people who create an organization and are an organization,
− is a social creation, i.e. it is originated and sustained by a group of people who form an organization,
− is holistic, comprises the whole of the occurrence, which is more than a simple sum of its constituents, it is beliefs shared by members of an organization which leave a stamp on grasping and identifying their own organizations,
− is a team phenomenon, a phenomenon of thinking and acting in team, it makes organizational activity uniform and coherent – emphasises what is common, unites, stabilizes, diminishes uncertainty, leads to internal integration enabling employees and an enterprise to adapt to changeable environment:
  • ensures entities with tested methods and instruments of solving everyday problems, hep understand and interpret them,
  • expresses the way of understanding the world by members of an organization, introduces patterns helpful in selection and interpretation of behaviour programs,
  • its orientation patterns are obvious assumptions which lie at the basis of everyday activity,
  • controls behaviours although it is expressed in nonformalized rules, norms and codes of action,
− is interrelated with the subjects of anthropological research such as rituals and symbols,
− is formed and develops in a process – it is an inertial phenomenon and at the same time, self-developing, the result of the process of learning how to cope with problems of environment and internal coordination,
− is formed continuously, has its own history, is historically determined and reflects organizational history,
− is passed on in socialization process, it is rarely consciously taught,
− changes but is difficult to change – the processes of cultural evolution of an organization proceed gradually and slowly,
− is unrepeatable, unique, one and only, exceptional in every organization.

Organizational culture, as an inherent element formed by various factors and existing in every organization, **fulfils various functions**; the most important include [25, p. 56]:

- enabling to understand the mission and strategy of an organization as well as identifying basic aim of an organization by its participants,
- enabling to integrate participants around means assumed for realization of organization's aims as well as increasing employees' involvement,
- enabling to apply uniform methods of measuring and criteria of effects' evaluation,
- enabling to improve methods of functioning and reformulate aims if a change is needed,
- offering common language and notional apparatus,
- defining limits of a group, admittance and rejection criteria, enabling to form boundaries among groups,
- marking out authority rules and status criteria, enabling to avoid conflicts ensuing from authority, negative emotions or aggressive actions,
- defining the way of gaining authority,
- defining when and how people exercising authority as well as their decisions and proposals can be criticized.

Internal contents of organizational culture can be best discovered by the characteristics of its component elements [4, p. 13]. The structure of organizational culture is a multilevel one – it comprises not only basic elements but also derivative elements, the meaning of which is equally important. There are many standpoints regarding presentation of **components of organizational culture**.

E.H.Schein's [17, p. 115] model of organizational culture in which it is perceived as a certain whole consisting of three levels distinguished according to the possibility of their observation as well as the degree of awareness among members of the culture, is popular. The levels are interrelated by means of mutual relations. Artefacts are on the surface, norms and values are lower and basic assumptions can be found at the deepest level. Figure 1 is a graphical presentation of E.H.Shein's concept.

The more visible and the less realized the symptoms of organizational culture and the lower the level they are a part of, the stronger they become and the more difficult to change [4, p. 16].
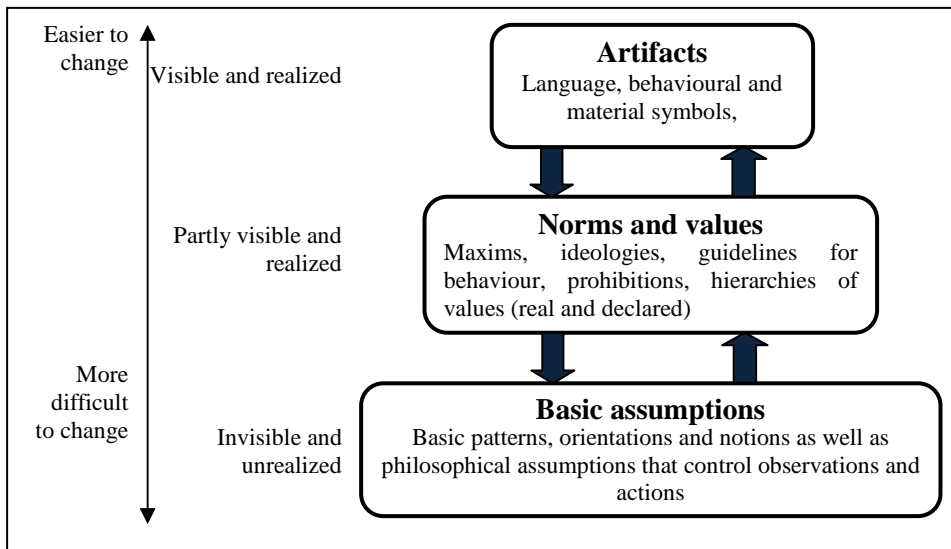
Fig. 1. E.H. Schein's clinical model of organizational culture
Source: own study on the basis of [13, p. 459; 4, p. 15; 21, p. 33].

A slightly different approach is presented by G. Hofstede and G.J. Hofstede [10, p. 20-22]. They distinguish four basic components of culture, with regard to the degree of visibility. They include: symbols, heroes, rituals and values. The components are compared to onion layers. Values are in the core, edge which is the most visible layer, represents symbols and intermediate layers represent heroes and rituals. Symbols, heroes and rituals are grasped in category of practices. L. Zbiegień-Mociąg adds to this list elements of organizational culture such as [27, p. 43-52]: ways of communicating, myths and taboos. On the other hand, Cz. Sikorski divides components of organizational culture into three types [18, p. 7]: patterns of thinking, patterns of behaviour, symbols.

2.3. Types of organizational culture with regard to their characteristic features

Features considered in a given case as vital, whose number is in fact unlimited, can be the basis for typology of organizational cultures. In reference books, types of culture described by means of one, two or more dimensions, are suggested.

One-dimensional models are presented among the others by L. Zbiegień-Mociąg, who distinguishes the following types of organizational cultures [27, p. 52-63]: positive and negative, introverted and extroverted, conservative and

innovative, masculine and feminine, beaurocratic and pragmatic, elitist and egalitarian.

G. Hofstede and G.J. Hofstede [10, p. 53-252] worked out a typology of organizational cultures, distinguishing types of cultures on the basis of the following criteria: authority distance, individualism and collectivism, masculinity and femininity, avoiding uncertainty, long-term and short-term orientation.

A. Trompenaars and Ch. Hampden-Turner's classification distinguishes types of organizational cultures on the basis of continuum of the following features [26, p. 20-21]: universalism and particularism, analysis and synthesis, individualism and collectivism, inner and outer locus of control, succession and synchronization, achieving a position and receiving a position, equality and hierarchy.

R.R. Gesteland applied a division criterion with regard to [7, p. 129-299]: the degree of concentration on transactions (propartner and pro-transactional cultures), forms of required and improper behaviours (ceremonial and nonceremonial cultures), applied forms of behaviours (expressive and restrained cultures), approach to time (monochronic and polichronic cultures).

M. Czerska, on the other hand, divides types of organizational culture on the basis of the classification of organizational cultures worked out by Cz. Sikorski [20, p. 240-267]. According to it, cultures of high and low uncertainty tolerance can be distinguished. On the basis of these criteria, the author distinguishes pairs of culture types with regard to the following criteria [4, p. 32-34]: attitudes to experiments and new experience, right to risk, solving problems, superior-subordinate relationship, communicating system, basic source of exercising power, attitude to dissidence, relationships with environment, attitude to changes, attitude to company, position of work in hierarchy of values, evaluation criterion of organization and its participants.

Two-dimensional models distinguishing four types of cultures, are particularly popular as far as multidimensional models are concerned. According to R. Harrison's research [9, p. 119-128], four types of organizational cultures can be singled out depending on their orientation towards: authority, role, tasks or people. This division was also created irrespectively by Ch. Handy [8, [after:] 27, p. 63-67] who illustrated types of culture and gave them the names of Greek gods: Zeus, Apollo, Athena and Dionysius. Figure 2 illustrates this conception.
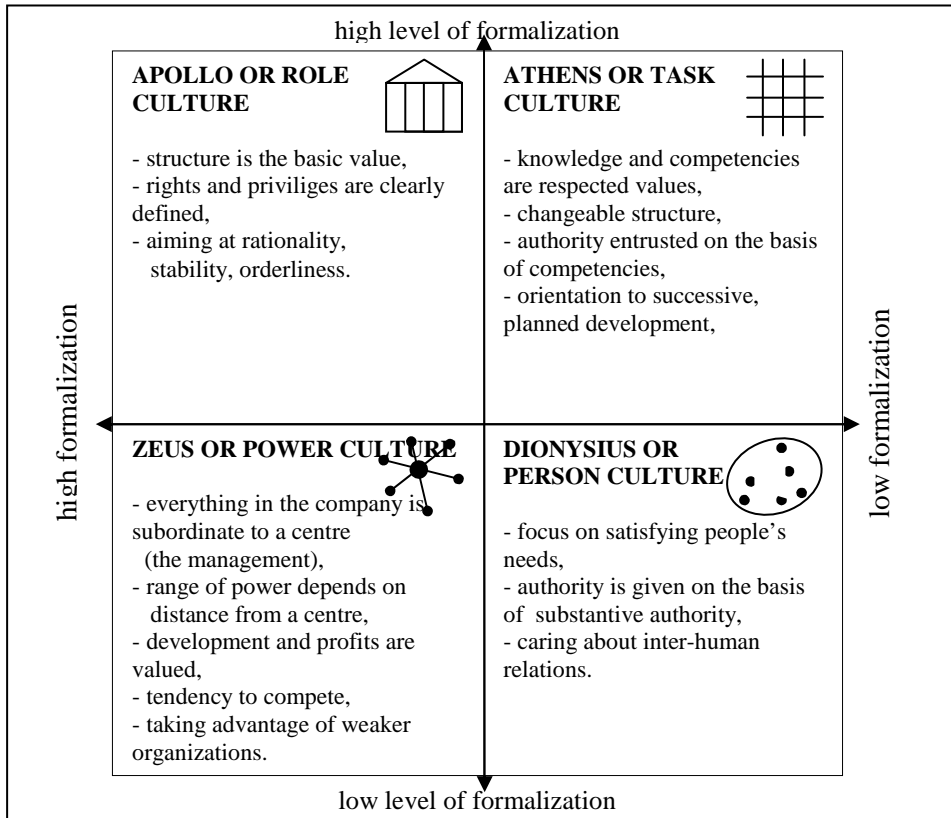
high level of formalization

APOLLO OR ROLE CULTURE	ATHENS OR TASK CULTURE
- structure is the basic value, - rights and priviliges are clearly defined, - aiming at rationality, stability, orderliness.	- knowledge and competencies are respected values, - changeable structure, - authority entrusted on the basis of competencies, - orientation to successive, planned development,
ZEUS OR POWER CULTURE	DIONYSIUS OR PERSON CULTURE
- everything in the company is subordinate to a centre (the management), - range of power depends on distance from a centre, - development and profits are valued, - tendency to compete, - taking advantage of weaker organizations.	- focus on satisfying people's needs, - authority is given on the basis of substantive authority, - caring about inter-human relations.

high formalization — low formalization

low level of formalization

Fig. 2. Typology of organizational culture according to R. Harrison and Ch. Hendy
Source: own study on the basis of [27, p. 63-67].

Other way of perceiving types of organizational culture is presented by T.B. Deal and A.A. Kennedy [6 [after:] 16, p. 35-37]. On the basis of the risk of activities criterion as well as market feedback, four types of culture are distinguished: bet-the-company, process, tough-guy macho and work-hard play-hard culture. This characteristics is presented in table 1.

Table 1. Typology of organizational cultures according to T.B. Deal and A.A. Kennedy

		Risk of actions taken	
		high	low
Speed of market feedback	slow	**BET-THE-COMPANY CULTURE** - high risk of functioning, - slow feedback, - costly mistakes, - heroes supersellers, - big role of communication and personal contacts, - frequent meetings ritual, - rites strengthening motivation, - „quantity" is the value in itself, - short time horizon.	**PROCESS CULTURE** - slow feedback, - low risk of functioning, - ad hoc actions, - artificial interhuman relationships, - excessive celebrations, - dislike for innovations, - significance of formal positions, - company protectors in the role of heroes.
	rapid	**TOUGH-GUY MACHO CULTURE** - fast and firm action, - high risk and fast feedback, - big role of temper and knowledge of individuals, - strong fights, aggressiveness, - significance of „chance", - rituals protecting from failure and excessive stress, - results visible fast, - fast promotion and changeability of tasks.	**WORK-HARD PLAY-HARD CULTURE** - fast feedback, - significance of hierarchy, - big role of reflection and reason, - great role of authorities, - demand for mentors, - using elements of fun in functioning, - big personal activity at low risk of functioning, gentleness of manners in business.

Source: [16, p. 36].

Typology created by K.S. Cameron and R.E. Quinn [3, p. 41-85], who create the so called **competing values framework** considering organizational performance criteria as essential dimensions of organizational culture description, also deserves attention. The first dimension defines criteria emphasizing flexibility, independence, dynamism as well as criteria stressing invariability, order and control. The second dimension includes performance criteria that put emphasis on orientation to inner matters, integration and unity, on the other hand, and criteria linked with orientation to positions in environment, diversity and competition, on the other. The comparison of these

values leads to configuration of four types of organizational culture: hierarchy, market, clan, adhocracy.

An organization in which **hierarchy culture** dominates, is a highly formalized and hierarchised place. In the long term, organization aims at stability and predictability. Efficiency, punctuality and work without disturbances, are important criteria. Organization is characterized by subordination to procedures and abiding by rules. It is assumed that control fosters efficiency. The leader is the co-ordinator, observer or organizer. Managerial skills in the scope of assimilation management and management of coordination and control system are crucial .

Organization with **market type of organizational culture** operates mostly due to economical market mechanisms, financial exchange in particular. Efficiency is measured from the point of view of market share, achieved aims and defeating competition. Task realization and results, reputation or success, are vital. Ambition and orientation towards achieving aims are valued features of members. The leader is a supervisor, competitor or producer in this culture type and has to be tough and demanding. Managerial skills in the scope of mobilizing employees and propagating client-oriented attitude, are crucial.

In **clan type** organizations, shared common values and common goals dominate, coherence and high degree of participation and significant feeling of community can be observed. It is assumed that participation fosters involvement, therefore, members are required to posses the following features: loyalty, attachment to tradition, high degree of involvement and trust. Teamwork, participation and consensus are valued. Attention is paid to satisfying the needs of members of organizational culture. The leader is a counsellor, mentor or father. Managerial skills in the scope of managing teams and employees' development, are crucial.

Organization with **adhocracy culture** type is the most susceptible to extremely restless and changeable conditions in environment. Supporting the ability to adapt, flexibility and creativity in the situation dominated by uncertainty, ambiguity and excess of information, is the main feature . Members of this culture type are encouraged to show initiative for creative solutions, take risk and experiment. It is assumed that innovativeness fosters obtaining resources. Managerial skills in the scope of managing innovations, orientation towards the future and managing constant improvement, are crucial.

Cz. Sikorski [18, p. 30-154] classifies types of organizational cultures with regard to attitude of organization's members to cultural dissonance. Attitude to cultural dissonance can be characterized taking into account the type of social relations which causes that such dissonance is discovered. They can be antagonist relations that consist in aiming at imposing one's own point of view or nonantagonist relations in which a compromise is aimed at. When crossing

these two scales, four types of organizational cultures arise: domination, adaptation, cooperation and competition type.

Cooperation culture is characterized by routine actions in competitive environment, concentrating on the quality of relationships and dialogue between people, acceptance of organizational and cultural pluralism (cultivating own cultural patterns). Rules of autonomy, equality, sovereignty, respecting separateness, harmony with environment, concentration on clients' needs rather than actions of competition, are in force in this culture type. In this culture, conflicts and competition are avoided. Optimal solutions are searched for, on the basis of pragmatic criteria as well as aiming at cognitive objectivization consisting in experiments, research and analyses. Members of an organization identify themselves with the enterprise, openness to contacts with surroundings is moderate and a conviction prevails about their control from the point of view of their own culture. Democratic style is the management style characteristic to this culture type.

Competition culture is characterized by non-routine, unconventional, creative actions in non-competitive environment as well as orientation to the present. In this culture, emphasis is put on the roles played by people and its members are convinced about the need for proving their superiority, there is competition in aiming at ambitious goals. However, a strong identification with a team exists in competition culture, imposed by the need for participation and team achievements. In this culture, conflicts are aroused, maintained and used constructively. Due to collectivist character, there is a possibility of occurring unproductive behaviours, being the result of gregarious thinking.

In **adaptation culture**, high degree of awareness of cultural patterns is observed as well as subordination to formal organizational aims accompanied by permissivism and individualistic orientation to achievements together with objective evaluation of needs and aims of oneself and other people. Members of organizations with this culture type concentrate on clients' needs and one's own professional development, are characterized by strong need for achievements and internal motivation. They identify themselves with organization seeing in that the most efficient way of achieving their aims. An organization with adaptation type is characterized by high tolerance of uncertainty and is future-oriented.

Domination culture is characterized by a strong need for safety and avoiding uncertainty. Organization of this culture type is collectivistic, concentrates on roles played by people and is future-oriented. Members of the organization are convinced about their "natural" predominance. They are characterized by low degree of awareness of cultural patterns. Organization with domination culture tends to subordinate organizational activity to national culture patterns. This culture is characterized by focusing on internal matters and keeping distance from the problems of environment.

A preference of clear and uniform types of organizational cultures can be observed in presented conceptions, which is really difficult to be found in reality. Various culture types are usually seen in an organization. However, it is certain that knowing culture type in a given organization makes it easier to prepare a program of organizational changes. Using typologies of organizational cultures is an auxiliary means, essential in the process of researching, forming culture knowingly and taking into account organizational culture in management [21, p. 57].

Awareness of existence and impact force of organizational culture is particularly important among **young representatives of management**, who often carry in dynamism, contemporary ideas and development orientation. It concerns both beginning managers, being at the stage of searching for ways of realizing further way to development in which they are going to specialize and improve managerial skills and upward managers, promoted and increasing their managerial potential [15, p. 19].

Knowing the specificity, possibilities of use and dangers of individual culture categories, they have the possibility to modify and properly form organizational culture oriented to strengthening and developing positive organizational potential. Adopting the standpoint of L. Sułkowski, it should be emphasized that modifying organizational culture is possible, although it cannot be controlled fully [24, p. 102].

It is young managers who can play an important role in this process. As leaders, by means of their behaviours and statements, they can form norms that get to employees and become a foundation of basic cultural assumptions in an organization. Although organizational culture is formed by all members of an organization, it is the leaders who determine behaviours and can influence development of required attitudes and values of subordinates in ceaseless socialization process [21, p. 71]. However, extending knowledge on the conditionings of forming and developing proper organizational culture as well as observing various types of cultural solutions in business practice is still the necessary condition for fulfilling this role by young managers.

2.4. Methodology of research conducted and characteristics of the respondents

Empirical research was conducted in order to realize the aim of this work, with the use of questionnaire method, among diploma semester students of Faculty of Organization and Management at Technical University of Łódź. Random survey was used as a research technique. Survey questionnaire consisting of 11 questions (mostly half-open tabular questions with a scale used to evaluate respondents' variant choice) was research tool. Complementary

questions included those concerning organizations in which organizational culture was observed, conditions of employing students as well as particular questions characterizing the respondents.

The respondents were students of the Faculty of Organization and Management who fulfilled the following conditions:

1. People studying in faculties of: Management or Management and Engineering Production. They are persons whose educational profile predestines them to perform managerial functions in organizations of various types, taking into account particularly commercial organizations leading a business activity (Faculty of Management) and production and service organizations (Faculties of Management and Engineering Production). The respondents were, therefore, treated **as young managers** in initial phase of professional carrier, but ready to perform managerial functions in organizations.

2. Diploma students on first degree (BA or Bsc) and second degree (MA) full-time courses took part in the research. They are persons at the end of the process of managerial education. Therefore, they should possess theoretical knowledge concerning processes that occur in contemporary organizations, taking into account the problems of organizational cultures. Moreover, the persons should do internships during the course of their studies, which allows observation of organizational culture in business practice.

Convenience sampling was used in the research, taking advantage of the students' presence during classes and gaining approval to conduct research. The research was conducted from 19th till 20th April2010, survey questionnaires were handed out during classes for the following faculties:

1. First degree BA full-course, Faculty of Management
2. First degree MA full-course, Faculty of Management
3. First degree BSc full-course, Faculty of Management and Engineering Production
4. Second degree MA full-course, Faculty of Management.

An overall number of 177 survey questionnaires were handed out. 174 questionnaires were returned (return rate was very high and equalled 98% due to specificity of random survey). After received questionnaires had been verified, 12 of them were rejected due to gross deficiencies or mistakes in answers and, as a result, 162 survey questionnaires obtained from students were qualified for final analysis.

Mostly women took part in the research. Almost 80% of respondents were people aged form 22 to 24 years. Most of the researched (82%) study at the Faculty of Management and as regards the form of studies in the researched group, the number is more or less equal for each type. Most of the researched students **have professional experience**, which allowed identifying and evaluating

organizational cultures they encountered in their jobs. A detailed characteristics of the respondents taking part in the research is presented in table 2.

Table 2. The characteristics of respondents taking part in survey research

Sex	N[3]	%		Faculty	N	%
Woman	118	72,9%		Management	133	82%
Man	43	26,6%		Management and Engineering Production	29	18%
No information	1	0,5%				
				Form of studies	**N**	**%**
Age	**N**	**%**		BA	48	29,6
21 and fewer	16	9,9%		BSc or MSc	57	35,2
22	55	34%		MA	56	34,6
23	32	19,8%		No information	1	0,6
24	37	22,8%				
25 and more	21	13%		**Professional experience**	**N**	**%**
No information	1	0,5%		Persons with experience	111	68,5%
				Persons without experience	51	31,5%

Source: Own study on the basis of research results.

The survey shows that students taking part in the research **learned the subject matter of organizational cultures** in the course of their education during the following subjects: Basics of management, Organization science, Organizational behaviours, Psychology, Human resources management, Organizational leadership, Sociology, Ethics, Crisis management or Quality management. The respondents pointed to the following problems as the ones that most precisely present problems of organizational cultures:

− Basics of management (56% students pointed to this subject as the one providing valuable knowledge concerning organizational cultures),
− Human resources management (54%),
− Organization science (42%),
− Organizational behaviours (42%).

Management basics and Organization science are conducted in the Institute of Organizational Management at Technical University of Łódź by lecturers of Chair of Management. The other two subjects are run by lecturers of Chair of Management Systems and Innovation.

Moreover, the students were asked in the questionnaire whether they raise the issues of organizational culture in management in their diploma thesis. 14 people answered "yes" (9% of respondents), they were mostly students of

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[3] N means the number of respondents' answers for a given variant.

Faculty of Management. As far as Management and Engineering Production faculty is considered, only one person raised the problems of organizational culture in the thesis.

The next question concerned experiences of the researched students regarding **observation of organizational culture in business practice**. It shows that the researched had the possibility to observe organizational culture mostly during their work in various types of organizations. Certain possibilities also occurred as a result of the necessity to do compulsory internships by the respondents. On the other hand, 6% of the researched stated that so far they have not had the possibility to observe organizational culture in business practice. The results of students' answers in this area are presented in Figure 3.
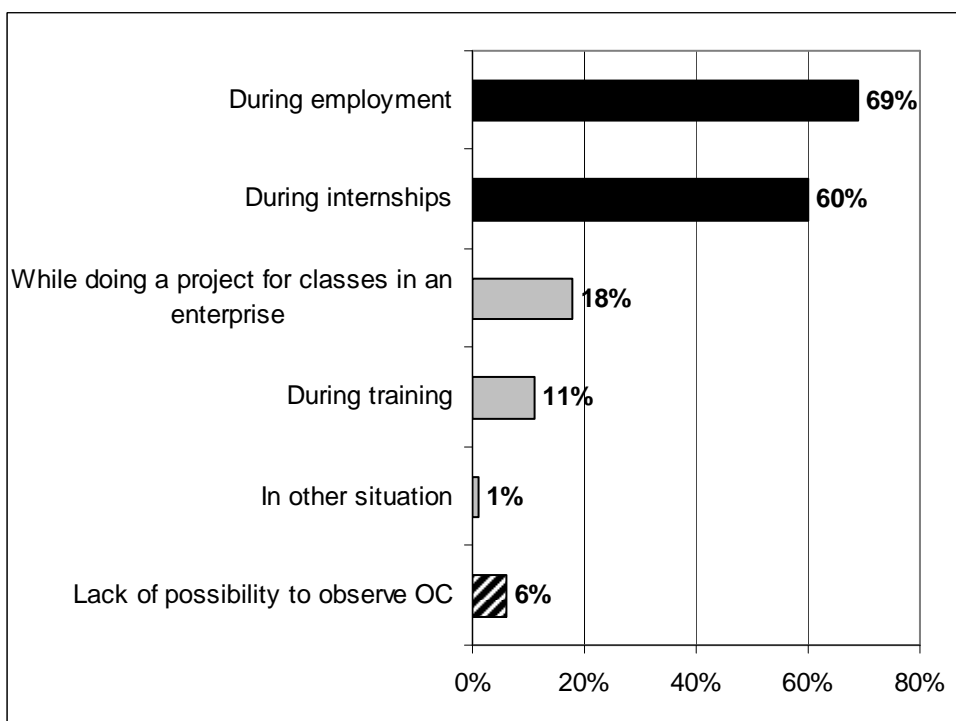
Figure 3. Situations in which respondents had no chance to observe organizational culture in business practice
Source: Own study on the basis of research results.

In further considerations, attention was paid to persons **who have professional experience** and have the biggest possibilities of observation of organizational culture in their enterprises (it is a case of some kind of participating observation in which employees are involved). Most of the

respondents are experienced in their work (almost 70%). They have worked or work mostly in commercial enterprises leading business activity (89%).

The researched gained experience in organizations of various sizes (measured by average number of the employed), operating mostly in service sector. Among branches in which enterprises operate the respondents included: finance, advertising and marketing, gastronomy and food, pharmaceutical, printing and paper, educational, textile branch and many others. Organizations mentioned by the respondents cover a wide range of markets, from local markets to global action sphere. A detailed characteristics of organizations in which the respondents had the possibility to observe organizational culture during their work and answers regarding basic employment conditions, are presented in table 3.

Table 3. The characteristics of organizations in which the respondents had the possibility to observe organizational culture during their work and answers regarding basic employment conditions of the respondents

Organization type:	N	%
Commercial enterprise	99	89%
Public institution	11	10%
Private non-commercial institution	1	1%

Average employment	N	%		Form of employment	N	%
0-9 persons	18	16%		Employment agreement	44	40%
10-49 persons	46	42%		Mandatory agreement	56	50%
50-249 persons	27	24%		Contract work	10	9%
250 persons and more	20	18%		Own company	2	2%
				Other	3	3%
Dominant sector of activity[4]	**N**	**%**				
Services	60	54%		**Seniority in organization**	**N**	**%**
Production	31	28%		up to 1 year	82	74%
Commerce	22	20%		over 1 – 2 years	20	18%
Building industry	3	3%		over 2 – 3 years	8	7%
				over 4 years	1	1%
Range of activity	**N**	**%**				
Local	24	22%		**Position**	**N**	**%**
Regional	21	19%		Office/commercial	77	69%
National	30	27%		Production	33	30%
International	32	29%		No information	1	1%
Global	4	3%				

Source: Own study on the basis of research results.

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[4] The answers do not make up 100% as the respondents marked a few options in one question.

The researched students mostly had mandatory agreement or contract work at office or trade positions. Most of the respondents have relatively low seniority in analyzed organizations, comprising a period up to one year. On the other hand, 25% of the researched worked more than a year in observed organizations, which allows drawing precise conclusions concerning organizational culture.

2.5. The respondents' opinions on organizational cultures observed during their professional work

In the course of the research, an attempt was made at **identifying organizational culture of entities** in which the respondents are or have been employed. A classification of organizational culture due to attitude of organizations' members to cultural dissonance according to Cz. Sikorski was chosen for the analysis. It seems that this systematics describes accurately social atmosphere in an organization and its character can influence certain parameters characterizing the efficiency of functioning of an entity (e.g. employees' tendency to take up enterprising actions, flexibility, speed of action, order in organization, feeling of unity, staff integration and other). On the other hand, it also seems that it takes into account specific conditionings of culture being embedded in individual organizations in Polish national culture.

In order to identify organizational cultures, author's list of characteristic features specific to classification variants was used. Four properties were suggested for each type of organizational culture, on the basis of theoretical considerations. Afterwards, the respondents evaluated concurrence of these characteristic features with organizational culture they observed in the organization during their professional work (considering work positions, it was culture prevailing in a department or other organizationally limited place in an organization rather than culture of the whole entity). A five-point scale was used for evaluation. 1 meant that the characteristics did not match observed organizational culture at all while 5 meant that a feature ideally matched cultural conditions of analyzed organization.

It was regarded in empirical analyses that suggested organizational cultures in pure form do not exist in organizations in business practice, however, a dominant character of cultural relationships in an organization can be pointed at. As a result, an arithmetic average was calculated taking the respondents' answers concerning individual culture types and the average indicated type of organizational culture prevailing in analyzed organizations. The suggested list of characteristic features of organizational cultures used in survey research is presented in table 4.

Table 4. Author's list of characteristic features of organizational cultures according to Cz. Sikorski used in survey research

Organizational culture	Characteristic features of organizational culture
Cooperation	− focus on relationships and dialogue between people in organization, − acceptance of cultural diversity, − conviction about advantages of cooperation, often informal one, − avoiding conflicts and competition.
Competition	− orientation to non-routine, unconventional creative actions, − need for proving one's own superiority, − competition in aiming at ambitious goals in organization, − division of organization into camps, conflicts between cultures in organization.
Adaptation	− subordination to realization of formal organizational aims, − favour towards changes, focus on client's needs, − high tolerance of uncertainty and future orientation, − tolerance for different social behaviours.
Domination	− strong need for safety, routine actions and avoiding uncertainty, − focus on organization's internal problems and keeping distance in relation to environment, − low tolerance of cultural diversity, − conviction of natural advantage of organization's members.

Source: Own study.

The analysis of dominant types of organizational culture observed by young managers during their professional work shows that cooperation culture occurred in analyzed organizations the most often. Identification of organizational cultures occurring in observed organizations, taking into account respondents' answers, is presented in table 5.

Table 5. Dominant types of organizational cultures identified by means of respondents' answers and control list

Type of dominant organizational culture	N	%
Cooperation	42	37,9%
Competition	9	8,1%
Adaptation	31	27,9%
Domination	15	13,5%
Adaptation-domination	1	0,9%
Competition-adaptation	3	2,7%
Competition-domination	2	1,8%
Cooperation-adaptation	4	3,6%
Cooperation-domination	4	3,6%

Source: Own study on the basis of research results.

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Adaptation culture was identified by respondents at second position, domination and competition cultures at third and fourth position. It should be stressed that in 14 cases, dominant character of organizational culture was impossible to identify as averages from respondents' answers were equal for two culture types. In this case, the results indicated e.g. existence of cooperation-adaptation culture type or cooperation with domination features. It may be caused on the one hand by certain weakness of control list model as regards evaluation of dominant character of organizational culture, or insufficient possibility to observe cultural conditionings of an entity in business practice. It is assumed in further analyses that in these cases, social conditionings characteristic to both cultural models exist in organizations.

In further part, dominant character of organizational culture in individual organization types is identified. Identification of dominant types of organizational cultures **with regard to organization type** is presented in Figure 4.
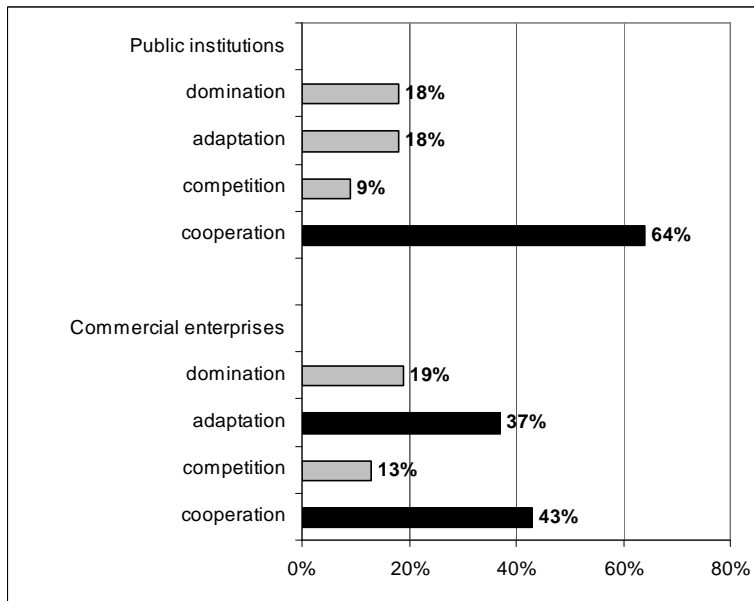

Figure 4. Identification of dominant types of organizational cultures with regard to organization type

Source: Own study on the basis of research results..

The analysis of dominant types of organizational cultures **with regard to organization type** indicates that both in public institutions and commercial enterprises, cooperation culture is the dominant one. Its domination is greater, however, in entities of public sector. On the other hand, adaptation culture exists

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much more often in companies leading a business activity, it subordinated actions to realization of organization's formal aims ensuring, however, greater flexibility of action and orientation to client's needs.

Subsequently, dominant organizational culture types **with regard to organization size** measured by average employment, were subject to analysis. It is presented in Figure 5.
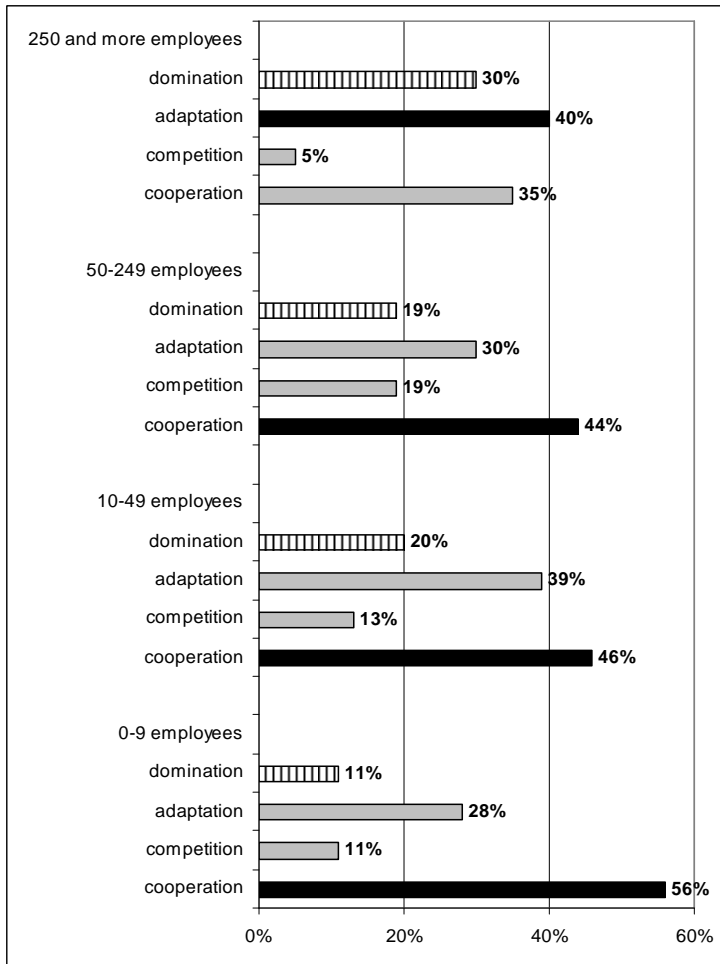

Exhibit 4. Identification of dominant types of organizational cultures
with regard to organization size
Source: Own study on the basis of research results.

The respondents' answers show that advantage of cooperation culture decreases together with increase in size of analyzed organizations, in favour of increase in the meaning of domination culture. At the same time, the role of

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adaptation cultures, which ensure greater flexibility of functioning, increases, this is particularly visible in large entities employing more than 250 people. In this case, the meaning of acceptance for cultural diversity increases as well, diminishing the danger of conflicts and problems in organization. The results also show that competition culture is the least frequent as far as these entities are concerned. It is more characteristic to smaller entities but its influence rises together with entities' expansion from micro organizations (0-9 employees) up to medium organizations (50-249 employees).

The analysis of dominant types of cultural models **with regard to sector of organizational activity** is presented in Figure 6.
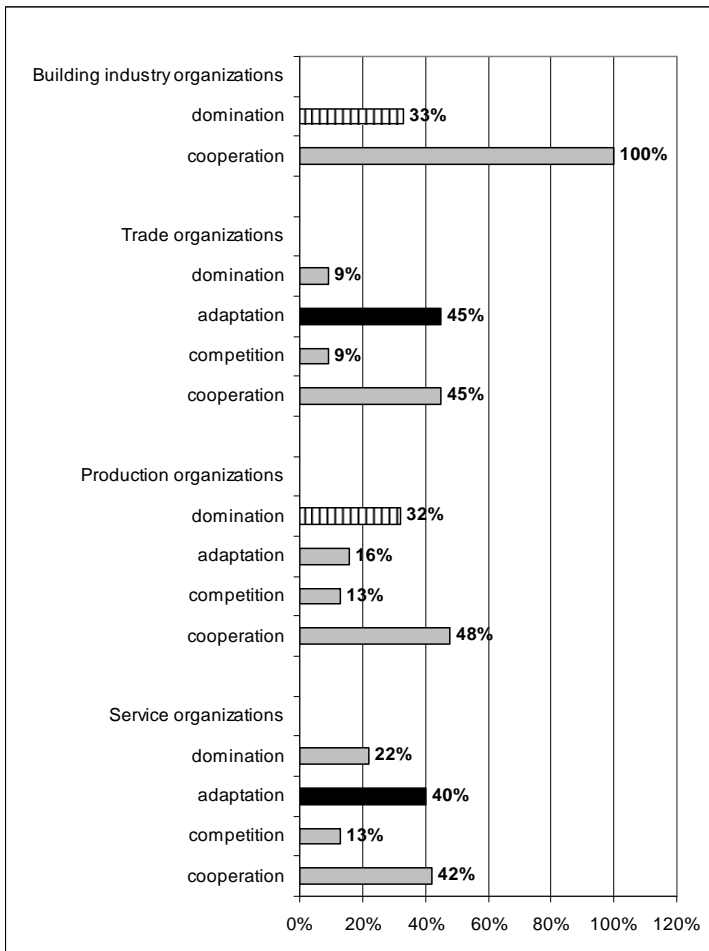

Figure 6. Identification of dominant types of organizational cultures
with regard to sector of organizational activity
Source: Own study on the basis of research results.

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In this case, adaptation cultures occur relatively more often in service and trade entities. This situation is also conducive to ensuring greater flexibility, welcoming changes and direct focus on clients' needs. On the other hand, in production and building industry organizations, domination culture was relatively more often pointed at, focusing mostly on internal matters and keeping distance form environment.

In the following phase of the research, the **character of organizational cultures** occurring in observed entities **was subject to evaluation**. The respondents evaluated the influence (positive or negative) of a given culture on certain parameters characterized by efficiency of functioning of an entity.

The respondents' evaluations indicate that speed of functioning as well as order in organization was evaluated very high in **cooperation culture**. The respondents evaluated very high as well their motivation to work and independence of functioning in conditions of this cultural model. **In conditions of competition culture**, dominant answers of the researched pointed to high work motivation and independence of functioning. **In adaptation culture**, speed of functioning, order in organization as well as integration and feeling of unity among workers, were highly evaluated. Additionally, according to the respondents, in these conditions flow of information in organization was evaluated at medium – negative level.

In conditions of domination culture, only independence of functioning was highly and positively evaluated. In this case, negative indications occurred regarding the effects of this cultural model. Flow of information was very highly and negatively evaluated in this case, respondents' work motivation, on the other hand, was evaluated highly and negatively. Dominant indications of respondents (at high and very high level) on positive and negative aspects of cultural conditions in observed organizations are presented in table 6.

Table 6. Strong and very strong, positive and negative effects of observed cultural models identified by respondents

Culture type	Positive effects	Negative effects
Cooperation	– speed of functioning, – work motivation, – independence of functioning, – organizational order.	– lack of strong and very strong negative indications.
Competition	– work motivation, – independence of functioning.	– lack of strong and very strong negative indications.
Adaptation	– speed of functioning, – organizational order, – integration and feeling of unity.	– lack of strong and very strong negative indications.
Domination	– independence of functioning.	– information flow, – work motivation.

Source: Own study on the basis of research results.

In the further part, the researched expressed their own subjective opinion as to whether culture type existing in observed organizations suits them or not. Culture conditions identified on the basis of control list as cooperation culture, gained the highest number of positive opinions. On the other hand, the respondents negatively evaluated first of all conditions of domination and competition culture. The respondents' opinions regarding acceptance of identified cultural conditions in observed organizations are presented in Figure 7.
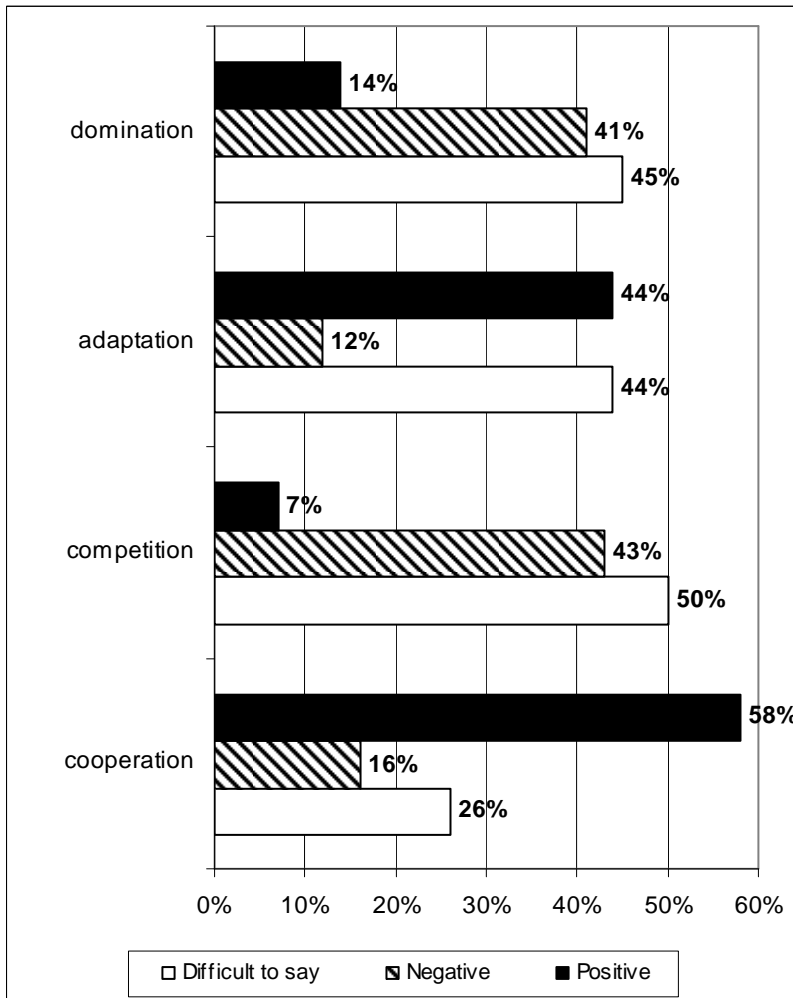
Fig. 7. The respondents' opinions regarding acceptance of identified cultural conditions in observed organizations
Source: Own study on the basis of research results.

Interesting conclusions can be drawn from cultural conditionings characteristic to conditions of competition. On the one hand, the respondents point to high work motivation (probably caused by the need to prove one's own superiority and competition in aiming at ambitious goals in organizations), on the other hand, they stress unwillingness to work in such culture conditions.

In the last part of the research, the respondents were asked to indicate preferred types of organizational cultures, in which they would like to function working as managers (i.e. cultures of organizations managed by them) and as employees (i.e. cultures of organizations in which they would be employed). The students evaluated preferred culture style in the scale from 1 (very weakly preferred culture) up to 5 (very strongly preferred culture type). In both cases, young managers pointed to cooperation culture as the most preferred model. However, answers pointing to the remaining types of cultural conditionings vary somehow depending on the role in organization. The respondents' preferences concerning organizational cultures **in which they would fulfil the function of managers** are presented in Figure 8.
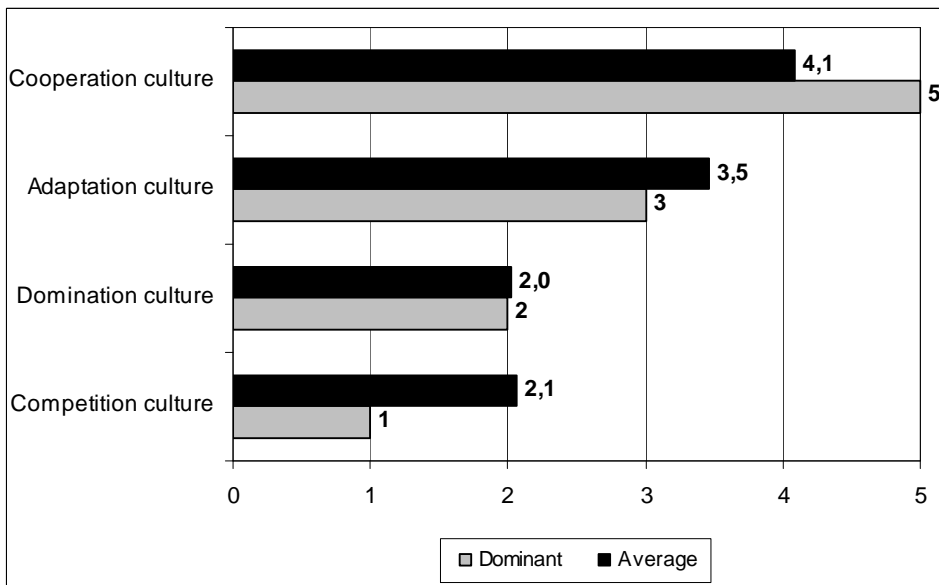

Fig. 8. The respondents' preferences concerning organizational culture in which they would perform the role of managers
Source: Own study on the basis of research results.

In this case, the respondents evaluated preferences for adaptation culture at medium level, a culture which is favourable e.g. to tolerance for social behaviours diverging from norms.

Answers concerning preferred organizational cultures in which the respondents would play the role of employees – subordinates, are slightly different. The model of adaptation culture was evaluated higher in this case (at the level of dominant answers). The respondents' preferences concerning organizational cultures **in which they would fulfil the role of employees – subordinates**, are presented in Figure 9.
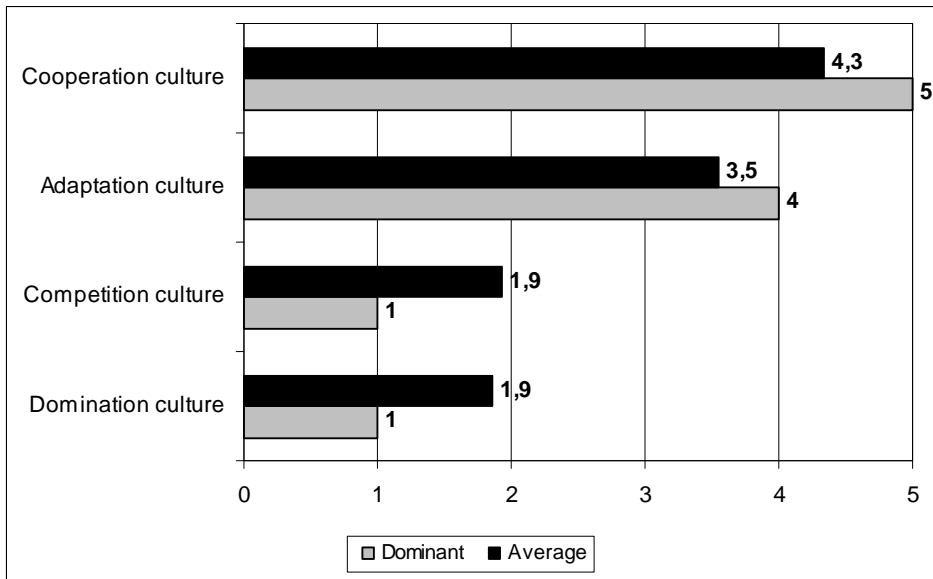

Fig. 9. The respondents' preferences concerning organizational culture in which they would fulfil the role of employees – subordinates
Source: Own study on the basis of research results.

Certain differences (at the level of dominant answers) also concern preference of domination culture. It seems that the respondents in the role of managers prefer to a slightly greater degree strong need for safety, routine actions and avoiding uncertainty. It can be the result of low experience in managerial activities and the need to focus on internal matters of organization. It may be the case that together with the development of managerial carrier, preferences will evolve in the direction of adaptation culture, more in favour of changes and oriented to the future of organization.

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2.6. Summary

Organizational culture is an inherent nonmaterial component of every organization, which decides to a great degree about atmosphere at work and ability of a business entity to make achievements. It can be also a factor useful in management process as it is subject to certain control and possibilities of regulating allowing to realize various organizational aims. The awareness of the need for identification and the role of organizational culture in management are particularly vital for young managers both at the start of their professional carrier and those being promoted and enhancing their managerial potential in business practice.

These issues were the subjects of this article. Attention was paid to identification and evaluation of organizational cultures existing in business practice by young managers. Empirical research conducted among the diploma semester students of the Faculty of Organization and Management at the Technical University of Łódź allow to draw some detailed conclusions:

− respondents being young managers had the possibility to get acquainted with the problems of organizational cultures in management both in theoretical grasp during didactic classes (mostly during subjects such as Management basics, HR management, Organizational science and Organizational behaviours) and in business practice, mostly during their employment and in the course of internships,

− on the basis of suggested control list characteristic to organizational cultures suggested in Cz. Sikorski's model, culture models observed by the respondents in the course of their professional work in various types of organizations were identified. The results show that adaptation culture, conducive to concentration on clients' needs or realization of formal organizational aims and ensuring to a greater degree acceptance of changes, exists more often in commercial entities leading a business activity,

− the importance of cooperation culture (dominating clearly in the smallest entities) decreases together with the increase of observed organizations in favour of adaptation and domination culture. The last model is also the most negatively evaluated by the respondents, which is reflected among the others in their lower work motivation. In the case of service and trade entities, in which a direct contact with client is required to a greater degree, adaptation culture was more frequent than in production enterprises, in which domination culture focusing on internal matters of organization and keeping distance from environment occurs more often than in other sectors,

− respondents evaluated the most positively cooperation culture in observed organizations paying attention to the following effects: considerable speed of functioning, high motivation of employees to work, independence of functioning and organizational order. On the other hand, domination culture

in which hindrances in information flow as well as limited motivation of the respondents to work were observed, was evaluated the most negatively,

− in the course of their professional work, both at managerial positions and as employees, the respondents prefer cooperation culture. The respondents' opinions show, however, that as employees they prefer to a slightly bigger degree adaptation culture, which ensures tolerance for social behaviour diverging from norms, while, in the role of managers, domination culture is preferred to a slightly bigger degree, which in turn ensures greater safety and allows to realize routine activities and avoid uncertainty. Young managers should be aware of certain negative consequences of creating this cultural model in organization, though.

There is no doubt that longitudinal study, allowing for changes in perceiving the role of cultural conditionings in management in the course of managerial career would provide a fuller image of identification and evaluation of organizational cultures by young managers. In the course of further research, culture-forming conditions as well as methods and tools forming the character of organizational cultures, particularly in small and medium-sized enterprises will be analysed.

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