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**ORGANISATIONAL CULTURE IN RESEARCH
ON ENTERPRISES**

**KULTURA ORGANIZACYJNA
W BADANIACH NAD PRZEDSIĘBIORSTWEM**

Abstract: In research on enterprises conducted in management studies, the issues of development and improvement correspond with the need to use attributes of the modern global environment. In the face of changeability, networking, unpredictability or heterogeneity of the architecture of the global environment, an enterprise's organisational culture constitutes a very important foundation for the philosophy of running a business. It defines the possibility of competing on an increasingly saturated and demanding global market. The aim of the paper is an attempt to raise awareness of the importance of organisational culture and its

transformations in the development of an organisation. The text has been prepared based on literature studies and own conceptual analyses.

Keywords: organisational culture, development of an organisation, globalisation, cross-organisational networks

Streszczenie: W badaniach nad przedsiębiorstwem, prowadzonych w naukach o zarządzaniu, problematyka rozwoju i doskonalenia koresponduje z potrzebą korzystania z atrybutów współczesnego otoczenia globalnego. Wobec zmienności, sieciowości, nieprzewidywalności czy heterogeniczności architektury środowiska globalnego kultura organizacyjna przedsiębiorstwa stanowi niezwykle ważny fundament filozofii prowadzenia biznesu. Kształtuje bowiem możliwość konkutowania na coraz bardziej nasyconym i wymagającym rynku globalnym. Celem opracowania jest próba zwrócenia uwagi na znaczenie kultury organizacyjnej oraz jej przekształceń w rozwoju organizacji. Tekst przygotowano w oparciu o badania literaturowe oraz własne analizy konceptualne.

Słowa kluczowe: kultura organizacyjna, rozwój organizacji, globalizacja, sieci międzyorganizacyjne

Introduction

The characterisation of the modern global environment, manifested in: turbulency, complexity, multidimensionality or unpredictability, implies the need for continuous improvement of an organisation. The new architecture of management systems based on cross-organisational interactions requires, among other things: more flexibility, self-awareness in the area of possessed skills and competences as well as ability to cooperate. Departure from the philosophy of „classical management” based on an established, rigid and formal structure in favour of greater openness to the external (global) environment leads to transformation of the foundations for the functioning of the traditional business model.

In this approach, special attention should be given to those capabilities and skills that directly correspond with organisational creativity. Thus, in the business practice of enterprises, such aspects of their functioning as effectiveness, rationality or general efficiency of management, more and more often do not exhaust the description of the characteristics of the modern competitive enterprise.

Moreover, the need for developing unique competences and new knowledge is connected with the necessity of creating favourable conditions for the development of the potential of creativity as part of a broadly understood organisational culture. From the perspective of the attributes of the modern environment of an organisation, a very interesting issue is study of the development and evolution of organisational culture in the context of the search for possibilities of the development of enterprises.

1. Organisational culture – an attempt to interpretation

The issues covering the problems of defining, developing and improving the organisational culture are of interest to many theoreticians and practitioners in the area of management studies¹. Nowadays, it seems that organisational culture as an attribute of an enterprise is the foundation for the philosophy of running a business, embedded in the organisational architecture. The wide discussion held in management studies on organisational culture enables its detailed characterisation in the context of the nature, structure, classification, significance for the development and success of an enterprise, etc. In this respect, it is worth mentioning theoretical and research works undertaken, among others, by such authors as: J. Barney², Hofstede³, Schein⁴, Pettigrew⁵ or within the Polish scientific community: G. Aniszewska, M. Bratnicki, M. Czerska, A.K. Koźmiński, B. Nogalski, C. Sikorski, J. Stachowicz, L. Zbiegień-Maciąg, M. Smolarek and others⁶.

Organisational culture is commonly equated with a set of values. These values constitute the reference point for an enterprise and “help their members to understand what it stands for, how it works and what it regards as important”⁷. Thus, it makes it easier to formulate answers to questions concerning the three fundamental pillars of the functioning of every organisation, i.e.: business model and strategy, way/style of running business and key success factors. In simple terms, the organisational culture is described by such characteristics as: key values, behaviour models, social bonds, cultural standards, ideology, level of tolerance, stereotypes⁸.

¹ E.g. works of such authors as: M. Armstrong, M. Bratnicki, M. Czerska, G. Hofstede, K. Konecki, P. Krzyworzeka, B. Nogalski, E. Schein, C. Sikorski, J. Stachowicz, L. Zbiegień-Maciąg.

² J.B. Barney, *Organizational Culture: Can It Be a Source of Sustained Competitive Advantage?*, “Academy of Management Review” 1986, 11 (3): 656–665.

³ G. Hofstede, *Cultures and organizations*, McGraw-Hill, London 1991.

⁴ E.H. Schein, *Three cultures of management. The key to organizational learning*, “Sloan Management Review” 1996, 38,1, 9–20.

⁵ A.M. Pettigrew, *On studying organizational cultures*, “Administrative Science Quarterly” 1979, 24, 570–581.

⁶ For more on this subject see: G. Aniszewska, *Kultura organizacyjna w zarządzaniu*, PWE, Warszawa 2007; M. Bratnicki, W. Dyduch, *Przedsiębiorczość – element kultury organizacyjnej*, „Zarządzanie Zasobami Ludzkimi” 2002, nr 3-4; M. Czerska, *Zmiana kulturowa w organizacji. Wyzwanie dla współczesnego menagera*, Wydawnictwo Difin, Warszawa 2003; A.K. Koźmiński, W. Piotrowski, *Zarządzanie. Teoria i praktyka*, PWN, Warszawa 2015; B. Nogalski, A. Dunal, *Kultura organizacyjna – przedstawienie koncepcji*, [in:] J.S. Kardas, *Przeobrażenia i wsparcie procesów zarządzania ludźmi*, Wyd. Studio Emka, Warszawa 2012; C. Sikorski, *Kultura organizacyjna. Efektywnie wykorzystaj możliwości swoich pracowników*, Wydawnictwo C.H. Beck, Warszawa 2006; J. Stachowicz, J. Machulik, *Kultura organizacyjna przedsiębiorstw przemysłowych*, Wydawnictwo Szumacher, Kielce 2001; L. Zbiegień-Maciąg, *Kultura w organizacji. Identyfikacja kultur znanych firm*, PWN, Warszawa 2005; M. Smolarek, *Kultura organizacyjna podporządkowana zarządzaniu wiedzą w małych przedsiębiorstwach*, „Zeszyty Naukowe Wyższej Szkoły Humanitas. Zarządzanie” 2015, No. 1, s. 35-47.

⁷ R.W. Griffin, *Podstawy zarządzania organizacjami*, PWN, Warszawa 2005, p. 116.

⁸ A. Pachura, *Konceptualizacja kreatywności w świetle teorii innowacji sieciowej*, [in:] A. Pachura (ed.), *Zachowania proinnowacyjne a kreatywność organizacji*, Sekcja Wydawnictw Wydziału Zarządzania Politechniki Częstochowskiej, Częstochowa 2014, p. 19.

Relation of the organisational structure to a complex set is also reflected in the interpretation referring to culture as a system. In this sense, one can say that culture has its „own internal logics and represents a whole whose components are interrelated. There is a process of integration taking place between the elements of culture. Examining the culture of a specific community, one should examine its individual elements, their relationships and meaning assigned to them”⁹. From this perspective, it is desirable to perceive organisational culture in the category of an open, dynamic and self-organising system. This is because “cultural reactions are characterised by some automatism, which allows people to refer to many matters in a mindless and automatic way. Stereotypes make it no longer necessary to analyse critically specific phenomena or rationally justify attitudes”¹⁰.

The approach in which organisational culture is regarded as the foundation for the philosophy of running a business fits one of the basic interpretations of organisational culture understood as “all the fundamental assumptions that a certain group came up with, discovered or created, learning problem solving, adaptation to the environment and external integration”¹¹. Thus, it means a certain set of key concepts/properties that reflect an enterprise’s capability of performing the processes of creation, finding, perception, learning as well as integration and adaptation to the conditions of the global environment. On the other hand, however, this “designed” set of assumptions determines the implementation of the processes of creation, finding, perception, learning as well as integration and adaptation to the conditions of the global environment. Thus, organisational culture is subject in a sense to “emergence” (both “initiated” and “spontaneous”) as a dynamic system, which as a consequence leads to changes. Academic literature stresses that “organisations more and more often have to verify their way of organising and managing the enterprise, which is often archaic and does not match the current conditions”¹². This requires moving up to a “higher” level of the development of the philosophy for running a business and is directly connected with an enterprise’s organisational culture. Organisational culture reflects some fundamental assumptions, developed through the implementation of organisational activities and experiences gained as a result of solving problems as well as the development and use of interactions with an external environment¹³. Thus, from the perspective of a dynamic and unstable

⁹ K. Serafin, *Kultura organizacyjna jako element wspierający realizację strategii przedsiębiorstwa*, Studia Ekonomiczne. Zeszyty Naukowe Uniwersytetu Ekonomicznego w Katowicach, No. 222/2015, p. 88.

¹⁰ C. Sikorski, *O zaletach słabej kultury organizacyjnej*, „Zarządzanie Zasobami Ludzkimi” 2008, No. 6, p. 40-41.

¹¹ Basis for the interpretation of organisational culture: E. Shein: G. Aniszewska, I. Gielnicka, *Firma to ja, firma to my. Poradnik kultury organizacyjnej firmy*, Ośrodek Doradztwa i Doskonalenia Kadr Sp. z o.o., Gdańsk 1997, p. 7 after: M Klimczok, A. Tomczyk, *Rola menedżera w procesie zmiany kultury organizacyjnej na przykładzie banku X*, [in:] J. Bakonyi, J. Dziendziora, O. Garbiec, M. Smolarek (ed.), *Zarządzanie w innowacyjnej gospodarce*, Oficyna Wydawnicza Humanitas, Sosnowiec 2011, p. 410.

¹² T. Kopczyński, *Outsourcing w zarządzaniu przedsiębiorstwami*, PWE, Warszawa 2010, p. 7.

¹³ E. Schein, *Organisational Culture and Leadership*, Wyd. Jossey-Bass, San Francisco 1982, p. 12.

business environment, it seems very important during creation of a new philosophy for running a business to concentrate on the possibility of generating “new” skills and capabilities, i.e. the attributes that will be able to ensure success to an enterprise in the confrontation with increasingly complex and difficult global economic space.

2. Organisational culture in global context

The search for possibilities of development and achievement of effectiveness in management of an enterprise in the face of turbulence and unpredictability of the global environment is currently becoming one of the basic managerial problems. Of particular importance in this respect is the evolution in perceiving the reference plane for projected changes in the business model. The national or regional perspective gives way to the global perspective. However, this is not limited to the extension of the scope of business analyses, where search for effectiveness and possibilities of development will now mean examination of the global environment in the context of an enterprise’s strengths and weaknesses that have been identified. Such an approach determines the necessity of changing the philosophy of running a business.

The discussion conducted so far in this paper concentrated on indicating the nature of organisational culture with reference to the issues of the development of enterprises. However, in the context of the phenomenon of globalisation and network innovation it seems worth stressing that „in order to become a market leader, it is necessary to look for possibilities of continuous improvements and new ideas outside and inside a company”¹⁴. This expectation undoubtedly involves the need to create a new philosophy of running a business and evolution of an enterprise’s organisational culture. Not only to provide possibility of being a leader, but more often to ensure survival and participation on the market.

In the face of the currently observed dynamics of changes in the business environment of enterprises and the need to ensure possibilities of development through using attributes of the global environment, the phenomenon of heterogenisation of organisational culture becomes a challenge. This process essentially implies the validity of the transformations of organisational culture in the direction of the culture of „network”, i.e. a flexible, open and creative culture. This is because „frequent changes in the environment require continuous review of cultural assumptions, making changes to the hierarchy of values and social standards, which leads to an instrumental attitude to culture. The extent of readiness to resign from cultural stereotypes in an organisation has to be proportional to the multiculturalism of its environment”¹⁵.

¹⁴ Ch.E. Bogan, M.J. English, *Benchmarking jako klucz do najlepszych praktyk*, Wyd. Helion, Gliwice 2006, p. 21.

¹⁵ C. Sikorski, *O zaletach słabej kultury organizacyjnej*, „Zarządzanie Zasobami Ludzkimi” 2008, No. 6, pp. 45-46.

From the perspective of an open and dynamic cross-organisational cooperation in the global environment, one can say, as indicated by academic literature, that „relationships are an exceptional resource that through their establishment strengthens the potential of abilities, skills and possibilities”¹⁶. Thus, the use of strong cross-organisational relationships will contribute to the enrichment of the structure of an enterprise’s resources with relationship resources. These relationships, being intangible in character, are created as a result of relationships established between organisational entities and are subject to processes of accumulation and self-organisation. The potential of relationship resources is determined by the quantity and character of cause and effect relationships at the global level. From this perspective, the cultural patterns rooted in the organisational culture will undoubtedly determine the number and character of these relationships. From the perspective of relationship resources it is thus worth paying attention to such key attributes of the organisational culture in the global environment as: configuration of an enterprise’s objectives (clear and comprehensible objectives), principles and scope of responsibilities (scope/principles are comprehensible, widely used and fair), an assessment system, and promotion of autonomy¹⁷.

Systematising the discussion above, the following assumptions, which at the same time represent areas of further research on the importance and evolution of organisational culture in the global space, can be proposed:

A) Necessity to change the orientation of the modern perception of organisational culture in the context of creating a fundamental philosophy of running a business in the environment of an open and dynamic organisational architecture;

B) Interpretation of the organisational culture as composition of key assumptions of an enterprise is subject to dynamic changes;

C) The use of cause and effect relationships, present in network structure in the processes of developing the organisational culture of modern enterprises;

D) Perception of organisational culture in network environment as a dynamic system subject to processes of „emergence”, both initiated and self-organising ones;

E) The existence of possibilities of searching for the foundations for the development of organisational culture in a network environment based on processes of integration and disintegration.

Summary

The nature of the issues of management in the environment of modern organisations is in line with the need for the definition of success factors, which ena-

¹⁶ A. Kolemba, *Partnerstwo jako czynnik sprzyjający nawiązywaniu relacji przedsiębiorstw z klientami*, Zeszyty Naukowe Małopolskiej Wyższej Szkoły Ekonomicznej w Tarnowie 2009, No. 2 (13), t. 2, p. 122.

¹⁷ J. Collins, *Od dobrego do wielkiego*. Wydawnictwo MT Biznes, Warszawa 2007, pp. 143-144.

ble competition on the increasingly saturated and demanding global market. The phenomenon of globalisation, which results in a changed view of an organisation, requires that more and more difficult and risky managerial decisions are taken. One can assume that organisational culture provides support for the development of skills and capabilities of an enterprise, as well as determining possibilities of its development. If we assume the need for the evolution of business concepts adopted in an enterprise, which define the character of organisational culture, the quality of cooperation with the global environment will determine its existence and development. Nowadays, it is difficult to imagine a situation when an enterprise as a closed and static system achieves efficiency and effectiveness of management in the light of copied standard organisational procedures and charts. Thus, openness and dynamics of the environment of an organisation requires transformation of the organisational culture, focused on such cooperation with the global environment as a result of which the experience gained during cooperation and solving business problems will lead to increased competences and skills. In the context of ensuring possibilities of development, where the special importance of new knowledge resources, innovativeness, creativity, intuitiveness, openness and dynamisms is highlighted, the organisational culture reflects the general organisational climate and environment of an enterprise management. Analysing the social environment of an organisation in the form of social norms or the system of values, among other things, the organisational culture in some way defines the character of undertaken business initiatives. This refers in particular to the context of cause and effect relationships with the global environment, including the processes of learning, management of resources, generation of new knowledge etc. From this perspective, organisational culture not only constitutes an important factor in the development of enterprises, but it also requires re-orientation in order to meet the requirements of the modern global environment of an organisation.

Summing up the epistemological discussion on management of the modern enterprise from the perspective of the importance of organisational culture in the context of globalisation, one can point to examples of emerging processes such as: transformation of the traditional business model in the direction of a modern philosophy of running a business which involves openness, dynamism, creativity; increase in the importance of organisational culture as a factor determining an organisation's development capabilities; necessity of constant re-orientation of organisational culture for the purpose of creating climate that facilitates the development of network cooperation and the use of attributes of global business environment.

The conclusions and suggestions presented in this paper are debatable, and require elaboration based on empirical analysis. However, they may constitute contribution to further detailed research on the organisational culture in the context of global phenomena.

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