Identifying Corporate Culture Using the Organizational Culture Assessment Instrument

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ABSTRACT

Research background: Corporate culture undoubtedly plays a crucial role in successfully overcoming the challenges associated with modern trends in today's business environment. Corporate culture is an incredibly fascinating field within organizational management. It requires investigation, as it is not static but evolves and adapts over time.

Purpose of the article: The aim of the article was to define the type of corporate culture by identifying both the current and desired corporate culture. Additionally, the study examined the differences in values related to corporate culture.

Methods: The Organizational Culture Assessment Instrument was utilized to identify the current and desired corporate culture. This methodology evaluated the company's underlying values and related assumptions, providing a realistic representation of its culture.

Findings & Value added: The key conclusions is that in the wood industry, companies were perceived as highly personalized environments, resembling close-knit families where employees frequently interacted and shared commonalities. Alongside mentoring, facilitation, and support, effective management also emphasized cooperation and functional teamwork. Formal rules, loyalty, and mutual trust played a significant role in maintaining cohesion within the company. Employee development, trust, openness, and solidarity were emphasized. Success was based on human resource development, teamwork, employee engagement, and interest. The dominant corporate culture in the wood industry was clan corporate culture. Therefore, leadership based on mentoring, facilitation, and support should be prioritized. The valued added is the finding that the clan corporate culture should continue to prevail in wood industry companies for the next 5 to 10 years. Therefore, it is recommended teamwork, consensus, and a sense of belonging should continue to be prominent in the wood industry's future. Loyalty and mutual trust should be key elements in maintaining company unity. Employee development, trust, openness, and solidarity should also be consistently implemented, along with human resource development, teamwork, employee engagement, and interest. These findings can assist managers in their management practices.

INTRODUCTION

Dynamism, the speed of change, globalization, demographic change, skills shortage, digital transformation, the platform economy, and artificial intelligence are just a few of the current buzzwords that highlight the corporate environment. All of these factors touch on key aspects of corporate culture. Successfully navigating these environments continually presents new challenges to corporate culture. Undeniably, corporate culture plays an important role in successfully overcoming these challenges (Herget, 2023b). The successful operation of an enterprise also requires a solid foundation in material, financial, and human resources. However, without a well-established corporate culture, the organization will struggle to exist in today's complex environment (Holub et al., 2021). Corporate culture is alive, develops over time, changes, adapts, and evolves further (Herget, 2023a; Herget, 2023c; Li et al., 2021a). Therefore, the aim of this research is to define both the current and desired corporate culture and determine whether there are differences in the values related to corporate culture.

The introduction presents the theoretical background related to corporate culture, followed by the methodology, research results, and discussion. Finally, the conclusions are presented.

THEORETICAL BACKGROUND

Corporate culture plays a vital role in effective business management (Mullakhmetov et al., 2019; Vlaicu et al., 2019; Rezaei et al., 2016). It is an area of great interest due to its significant impact on workplace behavior and business performance (Heritage et al., 2014). Corporate culture is an omnibus term that includes many elements that are relevant to a firm, like norms, values, knowledge, and customs (Gorton et al., 2022). It involves the traditions, customs of the organisation, the way things are done in the organisation, etc. (Todorova, 2024). Corporate culture influences the shared values or behavior of employees at the workplace and creates an environment in which employees work (Michulek, 2023). Corporate culture serves as a secret recipe for capturing customers, emphasizing the significance of teamwork, integrity, a humble spirit, and a customer-centric approach (Guiso et al., 2015b). It is an intangible product resulting from the collective thinking and activities of individuals within the organization. Given that corporate culture encompasses shared beliefs, values, behaviors, and symbols of employees, it exerts a substantial influence on individual decision-making and group behavior (Belias et al., 2015). According to Pauzuoliene et al. (2017) strong organizational culture in socially responsible organizations help to become stronger and create additional value for both employees and customers. Every company has an individual corporate culture. Corporate culture develops over time. It emerges with the founding of the company, changes, adapts, is developed further. It is invisible, but to a certain extent observable. Corporate culture is not static, it develops dynamically (Herget, 2023a). Irrespective of a company's size, structure, or focus, each organization develops its own distinct and unique corporate culture, setting it apart from others (Guiso et al., 2015a).

Corporate culture is one of the most exciting areas in organizational management, with the significant development of assessment tools in the last four decades, most prominently organizational culture assessment tools (Aliaga, 2023). In this aspect, an important role is played not only by the approaches to the diagnosis of corporate culture, which were developed by well-known scientists, but also the practical adaptation of changes in

Figure 1: Types of corporate culture

Flexibility and Discretion

	Internal Focus and Integration			External Focus and Differentiation	
Culture Type:	CLAN		**Culture Type:**	ADHOCRACY	
Orientation:	COLLABORATIVE		**Orientation:**	CREATIVE	
Leader Type:	Facilitator Mentor Team builder		**Leader Type:**	Innovator Entrepreneur Visionary	
Value Drivers:	Commitment Communication Development		**Value Drivers:**	Innovative outputs Transformation Agility	
Theory of Effectiveness:	Human development and participation produce effectiveness		**Theory of Effectiveness:**	Innovativeness, vision, and new resources produce effectiveness	
Culture Type:	HIERARCHY		**Culture Type:**	MARKET	
Orientation:	CONTROLLING		**Orientation:**	COMPETING	
Leader Type:	Coordinator Monitor Organizer		**Leader Type:**	Hard driver Competitor Producer	
Value Drivers:	Efficiency Timeliness Consistency and uniformity		**Value Drivers:**	Market share Goal achievement Profitability	
Theory of Effectiveness:	Control and efficiency with capable processes produce effectiveness		**Theory of Effectiveness:**	Aggressively competing and customer focus produce effectiveness	

Stability and Control

Source: Cameron & Quinn (2006)

corporate culture to business practice. Among the most significant results of these studies are the method of clinical research by E. Schein, the method of diagnosing corporate culture of the organization, proposed by K. Cameron and R. Quinn, and to some extent the system of diagnostic and strategic management of the company, offered by D. Norton and R. Kaplan (Holub et al., 2021). Cameron & Quinn (2006) assessed corporate culture not only in terms of flexibility and control but also with regard to the internal and external environment as it was expected that each company showcases a unique combination of four distinct types of corporate culture (clan, adhocratic, market, hierarchical), with one leading cultural type prevailing (see in Figure 1).

Innovative and pioneering initiatives are the foundation of success for companies with an adhocratic corporate culture. The primary responsibility of management in such companies is to support entrepreneurship, creativity, and highly innovative activities. The core principles include adaptation and innovation, which lead to the acquisition of new resources and profitability. Therefore, great emphasis is placed on creating a vision for the future and fostering disciplined imagination (Cameron & Quinn, 2006). Research conducted by Lee & Kim (2017) has confirmed that businesses with a strong adhocracy culture are able to adapt flexibly to change. They allocate significant financial resources to acquire new information and knowledge, which they utilize to develop new products. They view change as a positive phenomenon and a genuine source of opportunities. The absence of bureaucracy and complexity in an adhocratic culture allows businesses to be flexible and swiftly reconfigure resources and processes. This aspect contributes to the remarkable success of companies operating in dynamic environments (Felipe et al., 2017).

The clan corporate culture emphasizes flexibility and empowerment, while also prioritizing familial relationships within the business. It functions as an internally focused culture, promoting shared values and goals, fostering cohesion and participation, and placing a strong emphasis on teamwork. This culture embraces robust and well-defined socially responsible practices (Cameron & Quinn, 2006). Together with adhocracy culture are positively correlated to performance and are preferred by employees (Strengers et al., 2022).

The market corporate culture places emphasis on goal achievement, productivity, performance, company profit, and an outwardly focused orientation. It is crucial for businesses to comply with the external environment, with suppliers and customers being the primary concerns. Companies with a strong market culture are responsive to market demands and strive to deliver improved services and products. Additionally, they provide various financial programs to motivate employees (Lee & Kim, 2017).

Hierarchy corporate culture is characterized as a culture primarily centered around efficiency and internal control. This culture tends to be inwardly focused, prioritizing the maintenance of a rigid hierarchical structure rather than exploring market opportunities. The clear and undeniable outcome of this culture is the systematic gathering and distribution of highly accurate, detailed, precisely quantified, reliable, and objective data (Felipe et al., 2017). Research conducted by Felipe et al. (2017) further suggests that although a hierarchical culture may result in short-term success, it can impede a company's long-term capacity to evolve, adjust, or innovate.

According to previous research, hierarchy corporate culture was found to be the prevailing cultural type in Persian Gulf countries (Jaeger & Adair 2013), Turkish workplaces (Caliskan & Zhu, 2019), and Polish public universities (Debski et al., 2020). The healthcare sector in Vietnam (Van Huy et al., 2020) exhibited a typical clan corporate culture, while hotel companies in Mexico (Ibarra-Michel et al., 2019) and Greek banks (Belias et al., 2015) also displayed clan corporate culture. In universities in Kazakhstan, market corporate culture was prevalent, with a preference for clan corporate culture (Dostiyarova, 2016). The aim of this research is to define the type of corporate culture in the wood industry in Slovakia and determine whether there exist differences in the values related to corporate culture.

RESEARCH OBJECTIVE, METHODOLOGY AND DATA

Table 1: The composition of the research sample

Socio-demografic characteristics		Absolute variables	Relative variables
Age	Under 30 years	21	26.25%
	31 – 40 years	29	36.25%
	41 – 50 years	15	18.75%
	51 and more years	15	18.75%
Education	Primary education	1	1.25%
	High school without GCSE	18	22.50%
	High school with GCSE	49	61.25%
	University	12	15.00%
Seniority	0 – 2 years	4	5.00%
	2 – 4 years	19	23.75%
	4 – 6 years	23	28.75%
	7 – 9 years	17	21.25%
	Over 10 years	17	21.25%

Source: own reseach

The research on corporate culture was conducted in 2023 in small-sized enterprises in Slovakia which are essential to economic systems worldwide (Musa et al., 2024; Khan et al., 2023). It was conducted in enterprises within the wood industry, which is currently facing challenges due to increasing prices and limited availability of wood. This situation puts pressure on the efficient use of materials in wood processing (Wieruszewski et al.,

2023). A questionnaire was used to define the type of corporate culture by identifying both the current and desired corporate culture. Questionnaires were distributed electronically by the method of random selection to managers working in the wood industry in Slovakia. A total of 80 managers working at the middle and top level of management participated in the research. The research sample primarily comprised men aged between 31 and 40, with a high school education and GCSE qualifications. These managers had worked in the company for 4 to 6 years. The composition of the research sample is presented in Table 1.

The research was based on the methodology developed by Cameron & Quinn (2006). The Organizational Culture Assessment Instrument was utilized to identify the current and desired corporate culture. It is a common instrument for measuring organizational culture (Albino et al., 2022; Assens-Serra et al., 2021). This methodology allows for the diagnosis of corporate culture by analyzing fundamental values, shared assumptions, and common work approaches. It is a classification approach that aims to identify both the current and desired corporate culture (Fralinger et al., 2010; Fralinger & Olson, 2007; Lim, 1995). Corporate culture was defined across six areas, namely dominant characteristics, organizational leadership, management of employees, organization glue, strategic emphases, and criteria of success. Each area was examined using four alternatives (Alternative A, Alternative B, Alternative C, Alternative D):

- alternative A corresponded with clan corporate culture,
- alternative B corresponded with an adhocratic corporate culture,
- alternative C corresponded with the market corporate culture,
- alternative D corresponded with a hierarchy corporate culture.

In the first step, the respondents were tasked with evaluating the current level of corporate culture by allocating 100 points among four alternatives based on how well the individual statements described their company. In the next step, the respondents assessed the desired level by redistributing 100 points according to how they envisioned the company should be in the next 5 to 10 years. This allowed for the identification of the desired type of corporate culture for the future. In the final phase, following the methodology of Cameron & Quinn (2006), the current and desired levels of corporate culture were determined by averaging individual values. The aim of the article was to define the type of corporate culture in the wood industry in Slovakia by identifying both the current and desired corporate culture. The evaluation was based on the chosen methodology, the fundamental values used, and the underlying assumptions within the company, which collectively provide a realistic representation of the company's culture. Additionally, the study investigated differences in values related to corporate culture.

Data processing and subsequent analysis were conducted using Microsoft Excel, statistical software STATISTICA 12, arithmetic mean, and a confidence interval of (-0.95, 0.95). Inductive statistical methods were employed to test the assumption that there exist differences in men's values regarding corporate culture. Following hypotheses were tested:

- WH1: It is assumed that there exist differences in men's values regarding dominant characteristics
- WH2: It is assumed that there exist differences in men's values regarding organizational leadership
- WH3: It is assumed that there exist differences in men's values regarding management of employees
- WH4: It is assumed that there exist differences in men's values regarding organization glue
- WH5: It is assumed that there exist differences in men's values regarding strategic emphases
- WH6: It is assumed that there exist differences in men's values regarding criteria of success
- WH7: It is assumed that there exist differences in men's values regarding corporate culture

The Tukey Honest Significant Difference test and a significance level of 5% were used to determine the significance of differences in the perception of corporate culture.

RESULTS AND DISCUSSION

In the initial phase, the opinions of the respondents regarding the current and desired levels of dominant characteristics were examined. The obtained results are presented in Figure 2. The findings indicate that the respondents assigned the highest average rating to alternative A (Ø=32.09). With regards to alternative A, the respondents perceived the company as a highly personalized environment, akin to a close-knit family, where employees frequently interacted and shared commonalities. The respondents expressed a demand for the tools associated with alternative A to be implemented even in the 5 to 10-year timeframe. The highest average rating was achieved by alternative A (Ø=37.84). Simultaneously, the results demonstrate that the respondents attributed greater importance to alternative A in the future.

The obtained results were further subjected to statistical testing using the Tukey HSD test. The test did not reveal any statistically significant differences in the perception of the alternative with the highest average rating (alternative A). Therefore, based on the results obtained, it can be concluded that **WH1 was rejected.** The respondents perceived the current and desired level of dominant characteristics equally.

Figure 2: The current and desired levels of dominant characteristics
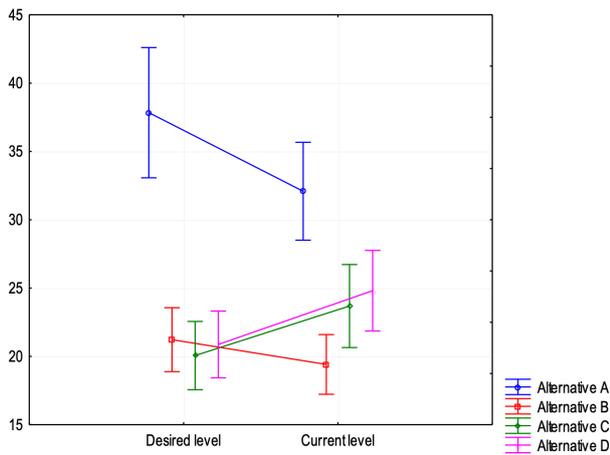
Source: Own processing

The second area of research, following the methodology of Cameron & Quinn (2006), focused on organizational leadership. The results are presented in Figure 3. In terms of the current level, the respondents perceived that companies in wood industry utilized tools typical of alternative A (Ø=28.88). The respondents believed that leadership was based on mentoring, facilitation, and support. Additionally, the results indicate that alternative D (Ø=27.24) received a relatively high average rating, too. The respondents perceived that, in addition to mentoring, facilitation, and support, cooperation and effective functioning were implemented in management, too.

From the perspective of the desired level in the field of organizational leadership, the results were inconclusive. The highest average rating was obtained by alternative D (Ø=29.58). The respondents expressed a desire for future management to prioritize cooperation and efficient functioning. Alternative A also received a relatively high average rating (Ø=28.98). Therefore, based on the results, it can be concluded that, in addition to cooperation and effective functioning, the respondents also emphasized the importance of leadership based on mentoring, facilitation, and support.

Figure 3: The current and desired levels of organizational leadership
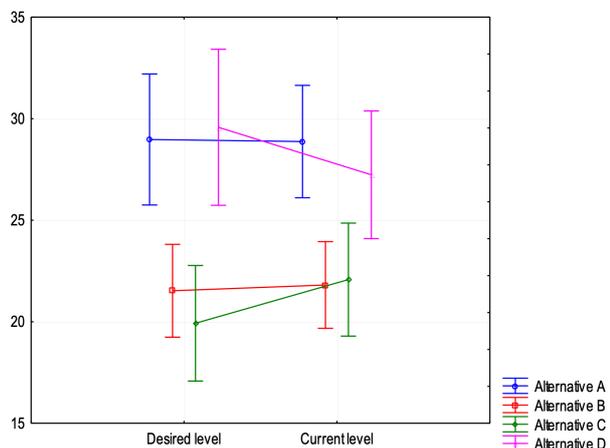
Source: Own processing

The Tukey's HSD test did not indicate the presence of statistically significant differences. **WH2 was rejected**. Therefore, based on the aforementioned information, it can be concluded that the respondents perceived the current and desired level of organizational leadership in the same way.

Figure 4 illustrates the results obtained in the field of management of employees. According to the opinions of managers employed in wood industry, these enterprises implemented tools characteristic of alternative A. This approach to managing employees emphasized teamwork, consensus, and a sense of belonging. Alternative A received the highest average rating not only in terms of the current level (Ø=32.31) but also in terms of the desired level (Ø=36.26). Therefore, it can be inferred that the respondents believed that teamwork, consensus, and a sense of belonging should continue to be prominent in wood industry in the future. The initial results were subsequently subjected to statistical testing, which revealed no statistically significant differences in the perception of employee management. **WH3 was rejected.**

Figure 4: The current and desired levels of management of employees
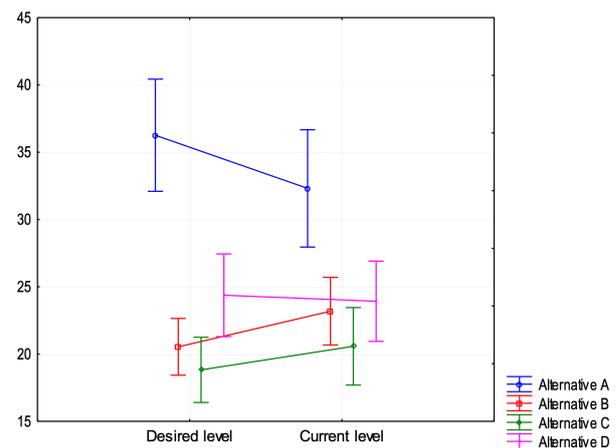
Source: Own processing

Interesting results were obtained in the area of organization glue (Figure 5). The results indicate that, in terms of the current level, alternative D (Ø=27.38) received the highest average rating, suggesting that formal rules were the primary factor holding the company together. The efficient functioning of the company was deemed crucial. However, it is worth noting that alternative A (Ø=26.56) obtained the second highest average rating. Respondents perceived that, in addition to formal rules, loyalty and mutual trust also played a role in maintaining cohesion within the company. In terms of the desired level, respondents clearly favored the implementation of the tools associated with alternative A in the future (Ø=33.30). Loyalty and mutual trust should be the key elements in keeping the company together, and a high level of commitment to the business is expected. Based on the results of statistical testing, it can be concluded that **WH4 was confirmed** as there were differences in

the perception of the current and desired level of alternative A (p-level=0.004).

Figure 5: The current and desired levels of organization glue
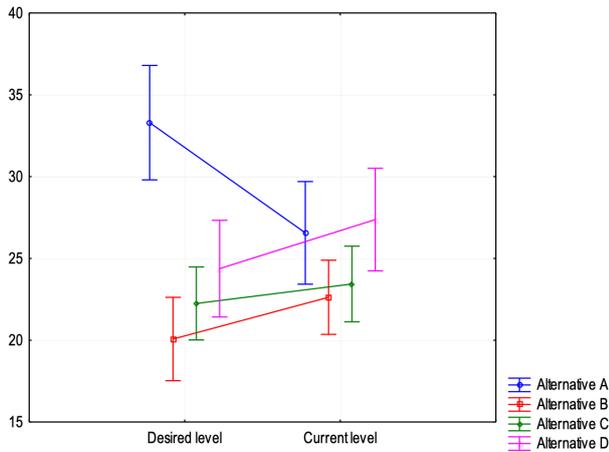
Source: Own processing

There was a mutual consensus among the respondents in the area of strategic emphases. The results are presented in Figure 6. It can be inferred from results obtained that alternative A achieved the highest average rating not only in terms of the current level (Ø=27.45), which was implemented in wood industry, but also in terms of the desired level (Ø=31.34), which should be implemented in the 5 to 10-year horizon. In line with alternative A, companies emphasized employee development, trust, openness, and solidarity. According to the respondents' opinions, these tools should continue to be implemented in wood industry. Statistical testing did not demonstrate any statistically significant differences in the respondents' opinions. Based on the results achieved **WH5 was rejected**.

Figure 6: The current and desired levels of strategic emphases
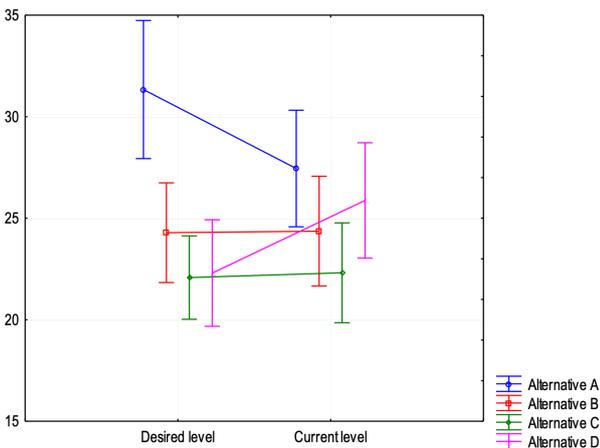
Source: Own processing

Similar results were achieved in the area of criteria of success. From the results presented in Figure 7, it can be seen that alternative A received the highest average rating not only in terms of the current level (Ø=29.09) but

also in terms of the desired level (Ø=28.76). According to the respondents' opinions companies in wood industry defined their success based on human resource development, teamwork, employee engagement, and interest. This trend should also be implemented in companies within the 5 to 10-year timeframe. Once again, statistical testing did not confirm the existence of any differences. **WH6 was rejected**.

Figure 7: The current and desired levels of criteria of success
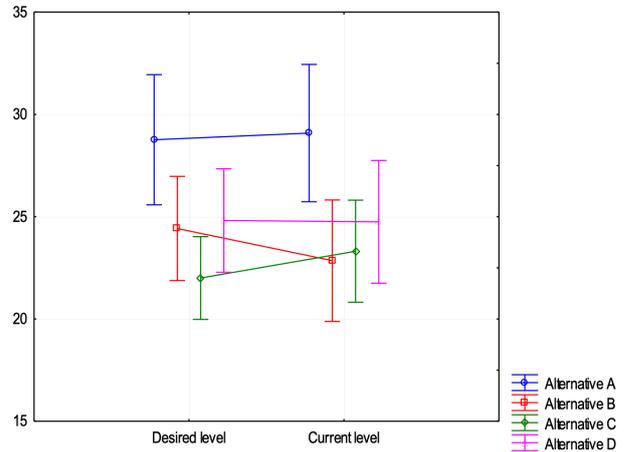
Source: Own processing

In accordance with the methodology of Cameron & Quinn (2006), a study was conducted to examine the respondents' opinions on the type of corporate culture applied in companies in wood industry currently and the desired type of corporate culture for the future. The results of this examination are presented in Figure 8. According to the opinions of managers working in the wood industry, the current corporate culture in these companies can be categorized as a clan corporate culture, which bears similarities to family-oriented enterprises (Ø = 29.40). Employees shared common perspectives and saw themselves as part of a united and engaged family. The work environment resembled an extended family, where equal opportunities were provided for every employee while also promoting diversity in the workplace. Core values were centered around teamwork, participation, communication, and consensus (Jaeger et al., 2017; Demski et al., 2016).

Furthermore, the results indicate that the clan corporate culture should continue to dominate companies in wood industry even in the next 5 to 10 years (Ø = 32.75). Emphasis should be placed on nurturing family relationships within the company and fostering teamwork and cohesion. The creation of equal opportunities for every employee and promotion of diversity in the workplace should remain a priority.

However, despite the respondents' agreement and their attribution of the highest average rating to the clan corporate culture, statistical testing using the Tukey HSD test revealed differences in the perception of its current and desired levels (p-level = 0.020). Based on the results reached, it can be concluded that **WH7 was confirmed**.

Figure 8: The current and desired levels of corporate culture
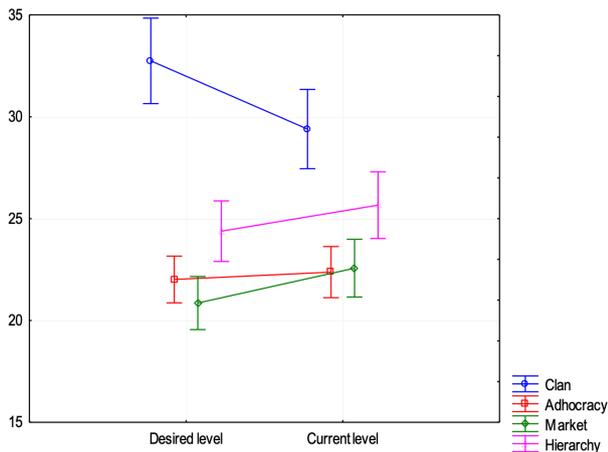
Source: Own processing

Corporate culture is one of the most exciting areas in organizational management (Aliaga, 2023). The role of corporate culture has been analyzed in the banking sector (Barth & Mansouri, 2021). Hasan (2022) examined the relationship between corporate culture and the utilization of bank debt. Bhandari et al. (2022) conducted a study on how corporate culture impacts the quality of firm financial reporting. Cumming et al. (2023) documented corporate culture during initial public offerings and its correlation with firm financial performance. Wang et al. (2021) examined influence of corporate culture on innovation. Coelho et al. (2022) explored the connection between organizational culture and total quality management. Karlsson et al. (2022) investigated the connection between different perceived organizational cultures and information security policy compliance among white-collar workers. Li et al. (2021b) utilized machine learning to measure corporate culture. Espasandín-Bustelo et al. (2021) investigated how organizational culture influences internal corporate social responsibility actions and the subsequent impact on employee happiness levels. Wongsinhirun et al. (2023) investigated the effect of board gender diversity on corporate culture.

The aim of this article was to define the type of corporate culture in the wood industry in Slovakia by identifying both the current and desired corporate culture. Similar research results are presented in research conducted across the entire Czech Republic and various fields. The findings indicate that clan culture is predominant in the Czech Republic (Balková & Jambal, 2023). The same methodology was employed in the research conducted by Sindakis et al. (2022), Tomilin et al. (2022), and Cosmin et al. (2021) which also demonstrate that employees prefer a clan corporate culture. Specifically, they value a workplace where individuals share common values, and where loyalty and traditions play a key role in fostering a friendly work environment. The company should be reinforced by loyalty and traditions, with a strong commitment to the business. Emphasis should be placed on the long-term benefit of individual development. Cohesion, morale, and the working environment should be given great importance. Success should be understood in relation to the internal environment, care for employees, and long-term investment in human resources. The development of employees should be seen as an investment in the sustainable growth of the business (Jones et al., 2014). Core values should be rooted in teamwork, participation, communication, and consensus, as supported by the research of Jaeger et al. (2017) and Demski et al. (2016). Similar results are presented in the research of Ližbetinová et al. (2016), which suggests that a clan corporate culture is also suitable for logistics companies. The corporate culture should strive towards a more friendly and family-oriented work environment. Attention should be given to both employees and customers. Additionally, the research of Belias et al. (2015) indicates that most employees prefer a friendly environment where mutual trust and informal relationships between colleagues prevail, personal ambitions are considered, and teamwork is rewarded. It is recommended that managers incorporate the key values that are characteristic of a clan corporate culture into their management practices. This culture places a strong emphasis on employees, as shown by previous research (Azmy & Wiadi, 2023; Kucharcíková et al., 2023; Sypniewska et al., 2023; Graham et al., 2022), it is ultimately the employees who contribute to the overall performance, competitiveness of the company, and increase firm value. They are adaptable and they possess new knowledge, ideas, experience, and skills that drive the growth of the organization (Shafagatova et al., 2023; González-Tejero & Molina, 2022; Woo & Kang, 2021).
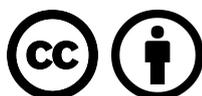
CONCLUSION

The research on corporate culture was conducted in Slovakia. The implications of the research are limited because the research was conducted solely within the boundaries of one state. Therefore, in the future, the research should be expanded to include other countries as well. It would be intriguing to explore how employees' value preferences evolve from a geographical perspective. The implications of the research are limited due to the small research sample of only 80 respondents. However, the results hold significance as they offer insights into corporate culture from managers operating at both middle and top management levels within the wood industry. Based on the research results, which focused on the current level of corporate culture, it can be concluded that the prevailing type of corporate culture in the wood industry in Slovakia is clan corporate culture. Despite the statistical testing through the Tukey Honest Significant Difference test confirming the existence of statistically significant differences in the perception of clan corporate culture preferred within a 5 to 10-year horizon, it is possible to conclude, that clan corporate culture will continue to be the preferred type of corporate culture in the wood industry in Slovakia in the future. Achieving a clan corporate culture is possible through effective employee management, which should prioritize cooperation. It is essential for employees to share the same values and

maintain frequent communication with each other. Members should view themselves as part of a cohesive and engaged big family. The alignment of individuals' goals with corporate objectives should be based on trust in the business. The work environment should foster a sense of extended family, where equal opportunities are provided for every employee, while also promoting diversity. Leadership should take the form of mentorship, with leaders playing the role of advisors and mentors.

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