

EVALUATION OF ORGANIZATIONAL CULTURE OF SC “KLAIPĖDOS KARTONAS”

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ABSTRACT

The article presents the evaluation of organizational culture of SC „Klaipėdos kartonas“. The employees' attitude towards the importance and influence of OK, values, symbols, history, heroes, traditions and communication is evaluated by questioner created by authors of article. The survey revealed that employees appreciate their OK positively. They are guided by the values of organization in their work. The employees know the values and their impact, the history of organization, and have their heroes-employees. Common traditions are prevalent in organization. The communication in organization is business-like. Statistically important difference was revealed: managers of all levels expressed more agreement for statements about all elements of OK; meanwhile employees without subordinates expressed less agreement or disagreement. It is suggested to involve employees without subordinates in processes of formation and implementation of OK more actively.

KEY WORDS: *organizational culture, values, evaluation.*

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Introduction

Organizational culture impacts organization's activity and its results, relation with society and environment. It is stated, that organizational culture (later – OK), helps to maintain the market, to receive more profit, to ensure longtime success (Švagždienė, Čepienė, Bradauskienė, 2011; Uddin, Luva, Hossian, 2013), to meet consumer needs better, to coincide society concerns (Kaziliūnas, 2006; Rizescu, 2011), to reduce social tension between organization and society. Solid OK and its separate elements impact on organization's employees is particularly highlighted. Employees work more effectively, feel better, distrust less, feel less stress and unsafety when concrete norms, rules and values are determined (Pikturnaitė, Paužuolienė, 2013). According to D. R. Denison (2006), it is quite difficult to survey OK. Every organization has developed specific values, communication, heroes, history, traditions. Scientist from outside is not familiar with OK and

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specifics. But employing of specific methods and means helps to evaluate OK (Šimanskienė, 2008). It is necessary to evaluate employees' attitude towards OK, to inquire their opinion about separate elements of culture. Such evaluation reveals possibilities to manage OK expediently and properly, and hereupon strengthen organization and its activity. Besides, diffusion of information of OK evaluation transfer good experience to other organizations and compose conditions to strengthen regions, in which they work.

Evaluation of OK of SC „Klaipėdos kartonas“ is presented in this article. Referring on scientific literature analysis, there is a large group of articles which debate on methodologies of OK evaluation and create them. Significant works of D. R. Denison (2006), K. Cameron and R. Quinn (2001), C. A. O'Reilly, J. Chatman, D. F. Caldwell (1991), L. Šimanskienė (2008) and others are in this group. Scientists often use these methodologies while evaluating or analyzing OK of organizations. The other group is formed of articles, presenting evaluation of particular organizations OK. These evaluations are based of methodologies formulated by the authors of articles (mostly – questionnaire survey, interview). OK evaluation surveys were done in public organizations (for example, by Aleknienė, 2003; Katiliūtė, Stanikūnienė, 2009; Carney, 2011 and other), and in private organizations (for example, by Lesionis, Dilienė, 2012; Buble, 2012; Nango, Ikyanyon, 2012 and other). However, there is no united methodology for evaluation of OK in organization. OK of SC „Klaipėdos kartonas“ is evaluated by questionnaire survey (created by authors), which study separate elements of OK, and explore organizational means, where OK can be entrenched.

The object of research – organizational culture of SC „Klaipėdos kartonas“.

The goal of research: to evaluate the attitude of employees of SC „Klaipėdos kartonas“ towards OK, values, symbols, history, heroes, traditions and communication.

The methods of research: the analysis and systemizing of scientific literature, questionnaire survey, data analysis with SPSS program (17.1 version) and interpretation.

1. Methodology of the research

The research was done in SC „Klaipėdos kartonas“ in order to evaluate employees' attitude towards OK in this organization. The employees' survey was chosen, because it gives possibility to evaluate their attitude towards organizations OK. Questioner survey is popular avenue to collect data for its reliability and simple application. Interview is more appropriate for investigation of organization's managers' attitude towards OK. But, in this way, employees' attitude would leave unknown. The attitude of employees often differ from attitude of managers and publically declared OK (Šimanskienė, Sandu 2013). Currently, the organization has 180 employees. 58 respondents participated in the survey. Test method – quantitative, writing survey, instrument – the questionnaire. The treatment group selection method was selection by chance. Such choice of the method was predestinated by the cause that the survey data will be used only in the present population (in the analyzed organization) but not the whole population in general. The study was conducted in March of 2014. The data collected in accordance with research ethics.

The questionnaire was formed of the list of 15 questions: nine questions present the rank scale where 1 – *means strongly agree*, 5 – *strongly disagree*; several open questions to assess the presence of elements of the OK and their entrenching in various organizational performance documentation and information measures. OK's elements (values, symbols, history, traditions, heroes, the closeness and intensiveness of communication) is evaluated by questionnaire. The employees of SC „Klaipėdos kartonas“ attitude towards OK and it's impact on organization is evaluated by first question. The values of organization is the main force influencing processes in organization (restricting or stimulating) (Bunch, 2009). The employees' attitude towards organizations values (the constancy and sense of values, guidance by values in activity and decision making) is evaluated with the second question. Employees are asked to name the values of organization in the open question. The symbols are eloquent reflex of OK (Šimanskienė, Seilius, 2009; Šimanskienė, Sandu, 2013; Соломанидина, 2007), impacting organization's members' cognition about their organization, and external persons' cognition about organization (Pikčiūnas, 2002; Дафт, 2006). Therefore, employees are asked to name the symbols of organization and their understanding about the mean of these symbols. Employees' at-

titude towards symbols and their impact is assessed with the rank scale. The history of organization's foundation and activity, formed traditions and rituals introduce organization with employees (Šimanskienė, Seilius, 2009), transmit organization's values to employees (McShane, 2000), explain organizational and cultural change (Briody, Pester, Trotter, 2012), unionize people in to tight team (Šimanskienė, 2002). As scientist claim, the traditions and the rituals are socially necessary for organizations and employees (Дафт, 2006). Employees' attitude toward the cognition of organization's history and it's impact, the specific traditions and their impact on command of employees are evaluated with rank scale. Also there was request to name specific traditions. The heroes of organization personalize values of culture as real, tangible roles and models, which prescribe employees the way to behave (Šimanskienė, Seilius, 2009; Дафт, 2006). The heroism reveal the perspectives of organizational development and motivate employees. So respondents' attitude towards heroes is evaluated. There was a request to name heroes of organization. Whereas communication links (the net of cultural links) reveals the closeness and intensiveness of communication in organization, shows how often, close and open is the communication between (Šimanskienė, Sandu, 2013). Considerable, that specific speech (words, terms, slogans) form organization's image and determine organization's particularity as well. The closeness and intensity of communication between organization's employees is evaluated with rank scale. The open question request to name specific words, terms or sayings. The entrenching of OK's elements in different organizational means, which are detail analyzed by I. Piktornaitė, J. Paužuolienė (2013), are evaluated in separate question. At the end of the questionnaire there are questions, about the respondent's demographic data (respondent's position and work experience in the organization).

Internal consistency of the scales of the questionnaire are assessed by the Cronbach alpha (Cronbach's alpha) coefficient. Cronbach's alpha known as an internal consistency estimate of reliability of test scores. Cronbach's alpha reliability coefficient normally ranges between 0 and 1. The closer Cronbach's alpha coefficient is to 1.0 the greater the internal consistency of the items in the scale. The coefficient will generally increase as the intercorrelations among test items increase. George and Mallery (2003) (Gliem, Gliem 2003) provide the following rules of thumb: " >0.9 – *Excellent*; >0.8 – *Good*; >0.7 – *Acceptable*, >0.6 – *Questionable*; >0.5 – *Poor*, and <0.5 – *Unacceptable*.

Table 1. Assessment of internal consistency of questionnaire's scales

Name of the scale	Cronbach's alpha coefficient	Standardized item alpha	Number of the questions in the scale
Description of the organizational culture	0.9412	0.9448	9
Organization values assessment	0.9320	0.9341	8
Symbol impact to employees assessment	0.9395	0.9414	6
History assessment	0.9053	0.9069	5
Heroes assessment	0.9860	0.9863	5
Traditions assessment	0.9340	0.9329	6
Communication closeness and intensive assessment	0.8921	0.8974	7

Source: research data (2014)

The analysis of questioner of this survey revealed that Cronbach's alpha reliability coefficient of scales in the questionnaire is more than >0.9 what means that internal consistency of the statements in the scales are excellent. Spearman-Brown's increased reliability coefficient named as standardized Cronbach's alpha coefficient. As seen in the table 1, its significance are close to Cronbach's alpha coefficient which means that the answers to individual questions variances are similar.

The data of the questionnaire was processed by SPSS (*Special Package for Social Science, 17.1 version*) program using descriptive statistics such as frequencies command to determine percentiles, measures of central tendency (mean, median and mode), measures of dispersion (range, standard deviation). The mode of a set of data values is the value(s) that occurs most often. Standard deviation shows how much variation or dispersion exists from the average (mean), or expected value. A low standard deviation indicates that the

data points tend to be very close to the mean; high standard deviation indicates that the data points are spread out over a large range of values. Also, data was processed by one-factorial dispersal analysis (ANOVA). The one-way ANOVA compares the means between the interested groups and determines whether any of those means are significantly different from each other. If the significance level of $p \leq 0.05$, the variables affect each other if $p > 0.05$ – no. Analyzing the statistical significance of the difference between the averages of those statements for which are statistically related, are analyzed by ANOVA test, Turkey criteria.

2. Results of the research

In order to assess the OK of SC „Klaipėdos kartonas“ there were selected respondents with different demographic characteristics (position and experience in the organization). Analysis of position held by respondents revealed that 3.4 percent respondents of top-level manager, 19.1 percent of mid-level manager, 5.2 percent of low-level manager, 29.3 percent administration personnel and 43.1 percent personnel without subordinates participated in the research. Most of the respondents in the organization has more than 9 years work experience (60.3 percent), 29.3 percent of respondents work in organization from 1 to 3 years, 3.4 percent – from 3 to 6 years, and 6.9 percent – up to 1 year. There were no employees with experience from 6 to 9 years in this survey.

Table 2. Assessment of employees' attitude towards the organizational culture
(1 – strongly agree, 5 – strongly disagree)

No.	Statements	Mean	Mode	Std. Deviation	Position held by the respondent Sig. $p \leq 0.05$	Respondents work experience Sig. $p \leq 0.05$
1.	OK affects the organization's results	2.17	2	.752	.020	.127
2.	OK affects the organization's relationship with society and the environment	2.19	2	.736	.084	.076
3.	OK contributes to the competitiveness of enterprises	2.10	2	.718	.115	.111
4.	OK helps to satisfy the needs of users better	2.31	2	.821	.261	.874
5.	OK reduces social tensions between the organization and the public	2.19	2	.945	.017	.446
6.	OK encourages teamwork, cooperation among employees.	2.24	2	.865	.215	.923
7.	OK educates loyalty and a sense of attachment towards	2.19	2	.847	.159	.916
8.	OK provides standards of behavior and thinking	2.61	3	.959	.044	.383
9.	OK encourage friendly and correct relations between the employees	2.21	2	.913	.437	.223

Source: research data (2014)

The respondents' attitudes towards the OK was assessed firstly. The survey data shows (2 table) that respondents agree with the most of the statements describing the organizational culture (*mode 2*). Respondents partially accept only one statement, that organizational culture provides standards of behavior and thinking (*mode 3*). According this data, it's possible to state that the most employees of the SC „Klaipėdos kartonas“ welcomes organization's culture, and sees its positive impact.

An ANOVA test showed that the respondents' position influences some options (significant data in bold). The 2 table presents *p-value* by comparing the data with the position held by the respondent and respondents work experience. It is identified that the position influences such options as: organizational culture affects the organization's results ($p \leq 0.05 = 0.020$), reduces social tension between the organization and society

($p \leq 0.05 = 0.017$), provides standards for behavior and thinking ($p \leq 0.05 = 0.044$). An ANOVA test criteria Turkey has shown that employees holding lower position are less likely to agree with these statements than employees holding higher positions (top-level manager and mid-level managers). Such differences of opinion are common in various organizations, because more employees holding higher positions are more involved in shaping the organizational culture and the implementation of it and more aware of the importance and benefits of the organization. Work experience do not influence the analyzed statements.

While investigating the institutionalization of OK elements (entrenching in various organizational / managerial measures) respondents were asked to name organization measures (documents) where the elements of organizational culture can be found. The values, symbols and the history can be seen practically in all listed instruments (documents) (3 table). More detailed discussions of the institutionalization of the individual elements is submitted while analyzing each individual item.

Table 3. The entrenchment of OK elements in various organizational means

No.	Organizational / managerial measures and elements	Values	Symbols	History	Rituals	Traditions	Heroes	Communication
1.	Organizations website	35.4	10.1	50	–	4.2	10.1	
2.	Organization establishing documents	37.5	28.1	21.9	–	–	–	12.5
3.	Long-term plans / planning documents	60	26.7	3.3	–	–	–	10
4.	Special / commemorative publications (jubilee books)	13.2	7.5	43.4	–	30.2	30.2	5.7
5.	Vision and / or mission	86.5	8.1	5.4	–	–	–	–
6.	Leaflets	29.6	16.7	44.4	–	5.6	3.7	3.7
7.	Co-workers sent letters / e-mails	17.1	39	2.4	2.4	14.6	–	24.4
8.	Code of ethics	30.3	6.1	6.1	6.1	24.2	–	27.3
9.	The adaptive program	23.3	3.3	20	–	16.7	–	36.7
10.	Various reports	34.4	37.5	12.5	–	6.3	–	9.4
11.	Internal rules of procedure	31.7	19.5	24.4	–	7.3	–	17.1
12.	Employees clothing / badges	11.8	79.4	8.8	–	–	–	–
13.	Message boards dedicated for workers	26.5	29.4	2.9	5.9	14.7	44.4	20.6

Source: research data (2014)

Respondents signified their opinion about the importance of the organization's values. The analysis of respondents' attitudes (Table 4) revealed that respondents agree partially with most of the statements (*mode 3*). Respondents agree that organization's employees and management are guided by the organization values in their work (*mode 2*), and respondents agree that values reduces the ambiguity of behavior (*mode 2*). An ANOVA test showed that the position held influence majority of the choices. Most of the mid-level managers agree that values reduces the ambiguity of behavior ($p \leq 0.05 = 0.000$), and believes that the organization is guided by the provided values in decision-making ($p \leq 0.05 = 0.007$). Most of low-level managers agree that organization is guided by the organization values ($p \leq 0.05 = 0.007$) and the organization provide constant values ($p \leq 0.05 = 0.015$). Managers from different levels also tend to support the statement that organization's management encourages to follow the organization values ($p \leq 0.05 = 0,000$) and that they are comprehensive ($p \leq 0.05 = 0.000$). Meanwhile, employees without subordinates partially agree with these statements: that the organization provided for constant values, that organization is guided by the values, that values are comprehensive, and with some statements respondents did not agree: that the organization activity and decision-making are guided by the provided values and that values reduces the ambiguity of behavior. The interpretation of such difference of opinions between employees holding different positions can be explained this way: employees without subordinates are less relevant to decision-making, they are less involved in the formulation and implementation of the organizational culture, and therefore they sup-

port the statements less. However, these results also enable the proposal to involve all employees in the organizational culture formation and implementation processes actively. The analysis of the data by different work experience, revealed that respondents opinion separated on one statement: respondent who have more than 3 years' work experience agreed, that the organization provided for constant values ($p \leq 0.05 = 0.007$), meanwhile respondents having the lowest work experience disagreed with this statement ($p \leq 0.05 = 0.012$).

According to the respondent's opinion (Table 4), values are most institutionalized element of organizational culture, and can be found in various kinds of internal documents and organizations measures. According to the respondents, values most often are seen in the vision and mission (86.5 percent), long-term plans (60 percent), organization establishing documents (37.5 percent) and organization website (35.4 percent).

Table 4. Assessment of employees' attitude towards organization's values (1 – strongly agree, 5 – strongly disagree)

No.	Statements	Mean	Mode	Std. Deviation	Position held by the respondent Sig. $p \leq 0.05$	Respondents work experience Sig. $p \leq 0.05$
1.	The organization provide constant values	2.65	3	.921	.015	.235
2.	The organization's activity and decision-making are guided by the provided values	2.67	3	1.082	.007	.012
3.	The organization's management in their work guided by the organization values	2.42	2	.105	.520	.065
4.	You are guided the organization values in your work	2.59	2	.899	.007	.198
5.	Values reduces the ambiguity of behavior	2.60	2	.815	.000	.200
6.	For some values consumers prefer precisely this organization	2.98	3	.888	.514	.586
7.	Organization's management encourages to follow the organization values	2.78	3	.974	.000	.077
8.	You understand organizational values	2.71	3	.009	.000	.053

Source: research data (2014)

Respondents were asked to name a few values of the organization. In most cases, respondents mentioned social responsibility, environmental sustainability, as well as diligence, teamwork, continuous improvement, agility and professionalism.

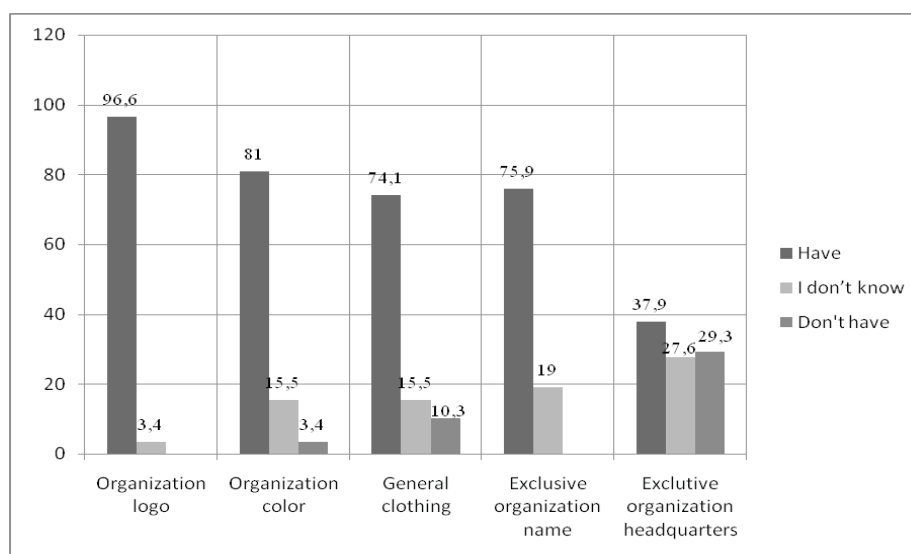


Figure 1. Exceptional organization symbols

Source: research data (2014)

Respondents were asked to identify what are the symbols of the organization (figure 1). 96.6 percent of the respondents identified organization's logo as an exquisite symbol, 81.0 percent of the respondents – organizations color, 74.1 percent of the respondents – general clothing (dress code), 75.1 percent of the respondents – exclusive organization name, and 37.9 percent of the respondents – exclusive organization headquarters (room furnishings, colors, etc.).

Respondents were asked to explain what the organization symbol means. Most of the respondents noted that the green color means that the company carries out environmentally-friendly activities, that companies activity is related to processing. Respondent also note, that company's name describes what is produced and where organization is located. It was also aimed to assess the effects of selected organizations symbols on the organization and employees (table 5). According to the respondents symbols improve the image of the organization in the eyes of consumers and society (*mode 2*), apart the organization from other similar organizations (*mode 2*), selected symbols draws attention to certain specific characteristics of the organization (*mode 2*), and allow to understand organization better (*mode 2*). The majority of respondents agree that the choice of the most important symbols inform about the values (*mode 3*). So, companies chosen symbols (logo, the color and the name of the organization), and their importance is relatively well-known to the members of the organization. The analysis of the data revealed some differences of opinion depending on the position held. ANOVA test showed that mid-level managers and administrative employees compared with employees without subordinates are more likely to agree that selected symbols draw attention to certain specific characteristics of the organization ($p \leq 0.05 = 0.023$). In addition, administrative employees think that selected symbols distinguishes the organization from other organizations ($p \leq 0.05 = 0.012$), while subordinates without employees only partially agree with this statement. So in this case, employees without subordinates have slightly less optimistic view of their organization's organizational culture. Work experience do not affected respondents' opinion on these statements.

According to the opinion of the respondents, the symbolism of the organization mainly entrenched in employees clothing (79.4 percent), sent letters / e-mails (39 percent), various reports (37.5 percent), message boards dedicated to workers (29.4 percent).

Table 5. Assessment of employees' attitude towards symbols impact (1 – strongly agree, 5 – strongly disagree)

No.	Statements	Mean	Mode	Std. Deviation	Position held by the respondent Sig. $p \leq 0.05$	Respondents work experience Sig. $p \leq 0.05$
1.	Selected symbols improve the image of the organization the eyes of consumers and society	2.33	2	1.049	.447	.853
2.	Selected symbols distinguish the organization from other similar organizations	2.17	2	.861	.012	.379
3.	Selected symbols draws attention to certain specific characteristics of the organization	2.29	2	.973	.023	.338
4.	It is pleasure to observe the symbolism of the organization in other non work environments.	2.03	2	.816	.504	.317
5.	Selected symbols inform about important values of the organization.	2.74	3	.928	.181	.134
6.	Organizations symbol meaning knowing allows better understand your organization	2.50	2	1.047	.943	.584

Source: research data (2014)

Submitting their approach to the organization's history respondents agree that there are various dramatic events, facts in the organizations history (*mode 2*), also respondents agree that the organization's history is

known to many employees of the organization (*mode 2*). Respondents partially agree that the organization history is told for organization's newcomers, organization history inspires employees to work, and when you know the history of the organization's organizational values becomes obvious and understandable *mode 3* (table 6).

Table 6. Assessment of employees' attitude towards organization history (1 – strongly agree, 5 – strongly disagree)

No.	Statements	Mean	Mode	Std. Deviation	Position held by the respondent Sig. $p \leq 0.05$	Respondents work experience Sig. $p \leq 0.05$
1.	There are various dramatic events, facts in the history of organization	2.02	2	.783	.022	.411
2.	The organization's history is known to many employees of the organization	2.28	2	.833	.031	.025
3.	The organization history is told for organization newcomers	2.53	3	.995	.209	.214
4.	Organization's history inspires employees to work	2.67	3	.033	.337	.084
5.	When you know the history of the organization's organizational values becomes obvious and understandable	2.66	3	.928	.153	.614

Source: research data (2014)

An ANOVA test (table 6) showed differences between employee attitudes: most managers compared with employees without subordinates tend to agree that there are various dramatic events, facts in the history of organization ($p \leq 0.05 = 0.022$), and it is known to many to many employees of the organization ($p \leq 0.05 = 0.031$). Also, the respondents with the least experience (up to one year), and more than nine years having work experience respondents agree that the organization history is known to many employees of the organization ($p \leq 0.05 = 0.025$). Meanwhile respondents from 3 to 6 years of work experience tend to disagree with these statement. So, once again employees without subordinates have more critical approach to the situation.

Most of the historical aspects of the organization can be found on the website (50 percent), leaflets (44.4 percent), special publications (43.4 percent). It also presented lots of information in the internal rules of procedure (24.4 percent).

The respondents' attitude towards organization's heroes was studied during survey (table 7). Respondents agree that communication with the heroes of the organization provides a positive emotions (*mode 2*). Respondents only partially agree with other statements describing heroes (*mode 3*). The respondents were asked to identify the persons they consider heroes. Persons were identified by names or by writing they position. The names can't be identified in the article for ethical reasons. However, it can be concluded that there are persons in the organization which employees consider as a heroes. According respondents opinion heroes of organization can be seen in commemorative publications (30.2 percent) and message boards dedicated to workers (44.4 percent) (Table 3). An ANOVA test showed that mid-level managers tend to agree that there are heroes in the organization, with whom other employees try to match ($p \leq 0.05 = 0.006$), that heroes are known for their works performed ($p \leq 0.05 = 0.005$), communication with the heroes of the organization provides positive emotions ($p \leq 0.05 = 0.013$), while the administrative employees more tend to disagree with these statements. It should be noted that the mid-level managers who take part in this study have more than six years work experience, and probably they are well aware of individuals.

Table 7. Assessment of respondents' attitude towards organization's heroes (1 – strongly agree, 5 – strongly disagree)

No.	Statements	Mean	Mode	Std. Deviation	Position held by the respondent Sig. $p \leq 0.05$	Respondents work experience Sig. $p \leq 0.05$
1.	There are heroes in the organization, with whom other employees try to mach	2.34	3	.069	.006	.001
2.	Heroes are known for their works performed for many employees	2.45	3	.187	.005	.000
3.	Heroes are an example for other employees	2.48	3	.112	.537	.019
4.	Heroes' behavior / work comply with the values	2.45	3	.127	.051	.022
5.	Communication with the heroes of the organization provides a positive emotions	2.41	2	.109	.013	.527

Source: research data (2014)

The analysis of the data by work experience revealed that, employees with up to one year work experience agree that there are heroes in the organization ($p \leq 0.05 = 0.001$), that they are known for works performed ($p \leq 0.05 = 0.000$), that they are an example to other workers ($p \leq 0.05 = 0.019$), in comparison with the higher work experience of employees. They have also identified specific heroes. Besides less work experience having respondents are tend to agree that heroes' behavior / work comply with the values ($p \leq 0.05 = 0.022$), while higher work experience respondents tend to disagree with this statement. It is assumed that these individuals have a positive view of their organization.

The respondents were asked to assess statements about organization's traditions (table 8). The respondents agree that organization have a certain traditions common to most organizations (*mode 2*). This is confirmed by assessment of another statement: respondents agree partially (*mode 3*) with statement that organization has a specific tradition. Respondents were asked to identify the specific organization's or collective's traditions. Most of the respondents mentioned the birthday celebrations, Christmas parties and summer feast. The yearly forest feast which is held in August was mentioned as specific. Respondents agree that the organizations traditions are acceptable and provide positive emotions (*mode 2*). Respondents only partially agree that specific traditions encourage loyalty to the organization, open communication between employees, and that photos, memories of the traditional event brings collective together (*mode 3*). Mostly specific tradition encourage low-level management's loyalty to the organization ($p \leq 0.05 = 0.009$). Meanwhile, administrative employees and employees without subordinates do not agree with statement. Analysis revealed that traditions, rituals are most visible in the commemorative publications (30.2 percent) and the code of ethics (24.2 percent). According to respondents rituals are least visible: they can be seen only in sent letters / e-mails, the code of ethics and message boards dedicated to workers.

The analysis of communication closeness and intensiveness (table 9) showed that the respondents agree that employees constantly are communicating on operational questions and that it is possible to refer to higher level employees while solving various work questions (*mode 2*). An ANOVA test showed that all levels of managers and administrative employees agrees that it's possible to refer to higher level employees while solving various work questions ($p \leq 0.05 = 0.000$), while employees without subordinates only partially agree with this statement. It is assumed that the communication in the organization is quite businesslike, because respondents only partially agree that employees often communicate on personal questions, and that communication in the organization is close (*mode 3*).

Analyzing the data according to work experience revealed that between 1 and 3 years of work experience the respondents tend to agree that it's possible to refer to higher level employees while solving various work

questions ($p \leq 0.05 = 0.012$). Meanwhile, more than 9 years of work experience the respondents tend to agree only partially with this statement. It is possible that the highly experienced employees makes the decisions themselves, or they are just the people who advice to others. The respondents who have up to one year work experience agree that information in the organization transmitted correct and the information is enough for work proceeding smoothly ($p \leq 0.05 = 0.002$), while respondents having from 3 to 6 years work experience tend to disagree with this statement (table 9).

Table 8. Assessment of employees' attitude towards organization traditions (rituals, ceremonies)
(1 – strongly agree, 5 – strongly disagree)

No.	Statements	Mean	Mode	Std. Deviation	Position held by the respondent Sig. $p \leq 0.05$	Respondents work experience Sig. $p \leq 0.05$
1.	There are certain traditions common to most organizations (birthday celebration, new year celebration)	2.02	2	.761	.427	.968
2.	There are specific traditions (sports events, group trips, Friday dress code or the adoption of new arrivals) of organization	2.75	3	.958	.092	.155
3.	The organization's traditions are acceptable for employees and provides positive emotions	2.36	2	.021	.099	.237
4.	Organization's tradition encourage employees to communicate openly	2.65	3	.921	.055	.478
5.	Photos, memories of the traditional events bring collective together	2.87	3	.799	.287	.752
6.	Specific traditions encourage loyalty to the organization	2.79	3	.918	.009	.311

Source: research data (2014)

Table 9. Assessment of employees' attitude towards closeness and intensiveness of communication
(1 – strongly agree, 5 – strongly disagree)

No.	Statements	Mean	Mode	Std. Deviation	Position held by the respondent Sig. $p \leq 0.05$	Respondents work experience Sig. $p \leq 0.05$
1.	Employees are constantly communicating on operational questions	2.26	2	.807	.630	.125
2.	It's possible to refer to higher level employees while solving various work questions	2.50	2	1.030	.000	.012
3.	Employees often communicate on personal questions	2.60	3	.917	.165	.117
4.	While talking with each other collaborators uses specific words, expressions, phrases	2.77	3	.821	.034	.337
5.	Communication in the organization is close	2.72	3	1.073	.072	.217
6.	At least a few employees of the organization know various personal facts of your life (eg. about family, children, and parents)	2.78	3	.988	.611	.526
7.	Information in the organization is transmitted correct and it's enough for work proceeding smoothly	2.85	3	.940	.462	.002

Source: research data (2014)

The analysis of communication specifics revealed that workers use specific words, expressions, phrases while communicating with each other, but such expressions are not used much (*mode 3*). Employees without subordinates use specific words, expressions and phrases more frequently ($p \leq 0.05 = 0.034$), while managers of various levels use normative Lithuanian language while communicating with each other. Respondents were asked to identify few specific words or phrases typical to the organization. Respondent mentioned these phrases: what is missing ?, why ?, “maklaške” (waste paper), “piglet”, “termination”, “walking radio” and so on. Analysis of communication institutionalization revealed that communication (cultural communications network) features mostly reflected in the sent letters / e-mails (24.4 percent), in the adaptive program (27.3 percent), in the code of Ethics (36.7 percent) and in the message boards dedicated to workers (20.6 percent) (table 3).

Conclusions

In order to evaluate the OK of SC „Klaipėdos kartonas“ there was formulated questioner, which measures employees attitude towards the importance and influence of OK, values, symbols, history, heroes, traditions and the closeness and intensity of communication. In general employees appreciate their OK as beneficial and see its' positive impact. Respondents agree that organization's management and employees are guided by the organization values in their work. Such values as social responsibility, environmental sustainability, as well as diligence, teamwork, continuous improvement, agility and professionalism were mentioned mostly. The values can be found in different documents and organizational means. The symbols chosen by company (logo, the color and the name of the organization), and their importance is relatively well-known to members of the organization. According to the surveyed employees, these symbols improve the image of the organization in the eyes of consumers and society, draw attention to specific characteristics of the organization, allows better understanding of organization's activity. The symbolic of the organization mainly enshrined in employees clothing, sent letters / e-mails, various reports, message boards. Respondents agree that there are various dramatic events and facts in the history of organization, and that the organization's history is known to many employees. But there is only partial agreement that history inspires employees to work, and that values becomes obvious and understandable when the history is known. Most of historical aspects can be found on website, leaflets, and special publications. It can be stated that there are distinguishing persons, who are perceived as a heroes by employees. Respondents agree that communication with the heroes of the organization provides a positive emotions. The survey revealed that there are traditions common to most organizations. A yearly forest feast is named as a specific tradition. Respondents agree that the organizations tradition are acceptable and provides positive emotions. Less agreement receive statements, that specific traditions encourage loyalty to the organization, open communication between employees, and brings collective together. The traditions are most visible in commemorative publications and the code of ethics. The analysis showed that communication in organization is businesslike: employees constantly communicate about business deals; it is possible to refer to higher level employees while solving various work questions; communication on personal questions is uncommon. The peculiarities of communication are reflected in e-mails, adaptation program, code of ethics and message boards. Statistically important difference was revealed while comparing opinion of respondents of different status: managers of all levels expressed more agreement for statements about all elements of OK; meanwhile employees without subordinates expressed less agreement, and sometimes – disagreement with given statements. Such difference of opinions is frequent in various organizations, because employees with higher position more participate in formation and implementation of OK, therefore better understand its importance and benefit. It is suggested to involve employees without subordinates in processes of formation and implementation of OK more actively.

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AB „KLAIPĖDOS KARTONAS“ ORGANIZACINĖS KULTŪROS VERTINIMAS

ILVIJA PIKTURNAITĖ, JURGITA PAUŽUOLIENĖ
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Santrauka

Organizacinė kultūra yra vadybos priemonė, daranti įtaką organizacijos veiklai, jos rezultatams, santykiams su visuomene ir aplinka. Ypač akcentuojamas svarus organizacinės kultūros (toliau – OK) ir paskirų jos elementų poveikis organizacijos darbuotojams. Darbuotojų požiūriu į OK vertinimas atskleidžia, kaip tikslingai ir kryptingai valdyti organizacinę kultūrą ir taip stiprinti organizaciją. Šiame straipsnyje pristatomas AB „Klaipėdos kartonas“ organizacinės kultūros vertinimas.

Tyrimo tikslas – įvertinti AB „Klaipėdos kartonas“ organizacinę kultūrą, vertybes, simbolius, istoriją, herojus, tradicijas ir bendravimą darbuotojų požiūriu.

Tyrimo metodai: mokslinės literatūros analizė, anketinė apklausa, gautų duomenų apdorojimas SPSS programos 17.1 versija ir interpretavimas. Vertinimo klausimynas sudarytas straipsnio autorių. Apklausti 58 respondentai, atrinkti atsitiktinės atrankos būdu.

Remiantis tyrimo duomenimis, galima teigti, kad apskritai AB „Klaipėdos kartonas“ darbuotojai palankiai vertina savo organizacijos kultūrą, išvelgia jos teigiamą poveikį. Respondentai sutinka, kad organizacijos vadovybė ir patys darbuotojai savo veikloje vadovaujasi organizacijos vertybėmis. Įvardytos vertybės: socialinis atsakingumas, gamtos tausojimas, darbštumas, komandinis darbas, nuolatinis tobulėjimas, veržlumas, profesionalumas. Organizacijos simboliai (logotipas, jo spalva ir organizacijos vardas) ir jų svarba organizacijos nariams puikiai žinomi. Apklaustųjų teigimu, šie simboliai gerina organizacijos įvaizdį vartotojų ir visuomenės akyse, atkreipia dėmesį į specifines charakteristikas, leidžia geriau suprasti organizacijos veiklą. Organizacijos istorija yra žinoma daugeliui darbuotojų, tačiau tik iš dalies sutinkama, kad ji įkvepia darbuotojus darbu, t. y. sužinojus istoriją organizacijos vertybės tampa akivaizdžios ir suprantamos. Organizacijoje esama pasižymėjusių asmenų, kuriuos darbuotojai laiko herojais. Apklaustieji sutinka, kad bendravimas su organizacijos herojais suteikia teigiamų emocijų. Organizacijoje puoselėjamos tradicijos, būdingos daugeliui organizacijų, įvardyta specifinė kasmetinė miško šventė. Respondentai pritaria, kad organizacijos tradicijos yra priimtinos ir sukelia teigiamų emocijų. Mažiau pritariama tam, kad tradicijos lemia lojalumą, atviresnį darbuotojų bendravimą, kolektyvo sutelkimą. Analizė atskleidė, kad organizacijoje bendraujama dalykiškai: darbuotojai nuolat bendrauja darbo klausimais; įvairiais darbo klausimais galima kreiptis į aukštesnio lygio darbuotojus; asmeniniais klausimais bendraujama rečiau. Atskleistas statistiškai reikšmingas skirtumas lyginant skirtingas pareigas užimančių respondentų nuomones daugeliu klausimų: visų lygių vadovai labiau pritarė teiginiams apie visus organizacinės kultūros elementus, tuo tarpu pavaldinių neturintys darbuotojai sutiko rečiau, kartais – nesutiko su pateiktais teiginiais. Siūlytina aktyviau įtraukti pavaldinių neturinčius darbuotojus į organizacinės kultūros kūrimo bei įgyvendinimo procesus.

PAGRINDINIAI ŽODŽIAI: *organizacinė kultūra, vertybės, vertinimas.*

JEL KLASIFIKACIJA: M14, A13, D04.