VISIBLE AND INVISIBLE SYMBOLS OF ORGANIZATIONAL CULTURE IN PLITVICE LAKES NATIONAL PARK IN CROATIA

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Abstract

Human society created culture and it is the result of human physical and mental work. Every business organization or company is in a system that surrounds it, regardless of the amount of their income, invested capital or number of employees. Organizational culture as a scientific discipline represents the way of life and work of a company and is defined as the atmosphere in the organization. Organizational culture is an important factor in the business and development of a company. It is important because it defines most of what is done and how it is done, which leads to a reduction in ambiguity and guides employees on how they should perform their work. Using interviews as a research method, we investigated and analyzed visible and invisible symbols of organizational culture in the example of our oldest and largest national park in the Republic of Croatia - Plitvice Lakes National Park.

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INTRODUCTION

Organizational culture as a scientific discipline emerged in the 1980s. It represents the atmosphere, or the daily life of a company. Organizational culture is often described as the climate of a business organization.
Organizational culture is an important factor in the operations and development of a company. It is important because it defines much of what is done and how it is done, which helps reduce ambiguity and directs employees on how they should perform their tasks (Robbins, 1995).

Every company, or business organization, regardless of the size of its revenue, invested capital, or number of employees, belongs to a larger system that surrounds it. This larger system relates to the market, social, economic, political, legal, legislative, and other environments, which are the sources of constant changes and upheavals. A key factor for the survival of a business organization lies in its constant alignment with the environment (Belak and Ušljebrka, 2014).

For organizational culture to function properly, it is necessary to invest in learning, the transfer of knowledge, beliefs, and behavioral patterns that are formed over a certain period of time. It expresses the specific way of behavior and lifestyle of the organization (Žugaj et al., 1999).

Every organization depends on the human factor as its key resource, so if no change occurs in the people who make up the organization, it cannot be expected that changes will be realized at the organizational level (Belak and Ušljebrka, 2014).

THEORETICAL FRAMEWORK, EVOLUTION, AND KEY DEFINITIONS

Sikavica (1999) describes organizational culture as an inseparable part of every organization, whether it be a company or an institution, and its existence is unquestionable. The beginning of scientific research into organizational culture dates back to the second half of the 20th century. In the 1980s, it was introduced as a course at Harvard Business School. The start of research into organizational culture is linked to two significant events. The first was the oil crisis of the 1970s, and the second was when the Japanese economy experienced rapid and strong growth, propelling it to the global forefront and making it a major competitor in many areas.

Ćorić (2019) states that organizational culture is a set of behaviors and norms, attitudes and values, beliefs, and underlying assumptions that differ

across societies. Organizational culture is the result of any human gathering over a prolonged period.

There are various approaches and perspectives from which organizational culture is analyzed. To define organizational culture, it is first necessary to mention culture itself. Culture is everything that a particular group of people inherits, the patterns of thought they learn, the feelings of the group, and their actions. Symbols form the foundation of culture. Every way in which people function and behave in society has been inherited or learned through culture. Culture facilitates flexible and rapid change in the world around people.

Since there are numerous definitions of organizational culture, some of them are the following.

"Handy reduced his definition to a simple one. For him, organizational culture is a set of values, norms, and beliefs" (Kapustić, 1991).

Sholz has a slightly different view compared to Handy. He sees it as the invisible consciousness of an organization that drives the behaviour of its stakeholders and which arises from their behaviour (Vujić et al., 2012).

"Organizational culture is a set of basic assumptions and beliefs accepted by the members of an organization, i.e., organizational culture is a model of basic assumptions that a specific group of people invented, discovered, and developed through the learning process to solve their problems of adaptation to the environment and internal integration" (Vila, 1992).

According to Bahtijarević-Šiber et al. (1991), culture is a relatively stable and specific system of behaviour patterns, values, beliefs, norms, and customs that determine organizational behavior, and thinking, and guide the activities of individuals and groups that make up the organization.

"The way of working and living within a company constitutes its culture. It is a system of values, beliefs, and customs within an organization that interacts with the formal structure, producing behaviour norms. It represents the personality or character of the company" (Sikavica and Novak, 1999).

Shein (1992) offers a different definition: "Organizational culture is a pattern of values or fundamental assumptions that a certain group invented, discovered, or developed as it learned to cope with the problems of external adaptation and internal integration, and which has proven to be sufficiently good to be considered valid, and therefore, this pattern should be taught to new members as the correct way of perceiving, thinking, and feeling regarding these problems."

Wilkins and Ouchi argue that organizational culture is a set of shared viewpoints, assumptions, values, expectations, attitudes, and norms that hold the organization together and help it successfully implement its strategy (Meško Štok et al., 2010).

Organizational culture has different meanings for different organizations, and according to Sikavica and Novak (1999), the following types of organizational cultures can be distinguished: dominant/subculture, strong/weak, clear/unclear, excellent/terrible, existent/adaptable, participative/non-participative.

INFLUENCE ON BEHAVIOR AND ORGANIZATIONAL SUCCESS

Organizational culture is inevitable in all segments and activities of an organization. It defines the overall functioning and behaviour of the organization (Schein and Schein, 2017). There is a two-way relationship between culture and behaviour. Every culture is the result of certain behaviours. At the peak of the "magic triangle" stands organizational culture (Bahtijarević-Šiber et al., 1991). Some of the key roles of culture in an organization include influencing overall success and development, impacting individual behaviour, and shaping the decisions employees make. Culture contributes to the implementation of strategy and is a fundamental driving force in this process. Without an appropriate culture, it is impossible to achieve a specific strategy. Through culture, the vision for development becomes transparent and shared by all members of the organization.

Culture plays a key role in adapting the organization to its environment. With its help, the organization ensures its integrity and establishes a distinct identity, which is reflected both internally and externally. Its purpose is to "unify the social dimension of the organization." Thanks to culture, workers within an organization share a common pattern of behaviour. Culture filters and encodes the influences of the external environment on the organization itself. Furthermore, it strengthens social relationships, makes individuals more autonomous, motivates people, and stimulates activity. Culture is the primary source of purpose and stability within the organization, ensuring continuity in its operations (Bahtijarević-Šiber et al., 1991).

However, according to Smircich, organizational culture serves four main functions that differ from those previously mentioned. These functions include the identity it provides to members of the organization and the sense of belonging they feel, which leads to employees becoming loyal to the company. This creates stability within the organization and structures its workforce, thus signalling the environment in which they operate (Žugaj, 2004).

Based on the above, we can conclude some of the most important functions of organizational culture that should be emphasized. It drives creativity and innovation, fosters good interpersonal relationships, and motivates people to work in teams. It aims to align the goals of employees with those of the organization, ultimately contributing to a positive image of the company. Through culture, employees become more closely connected to the company, leading to greater dedication to their work.

Organizational culture (Schein, H.E., Schein A. P. 2017) clearly defines what is most important to achieve and, more importantly, guides employees on how to achieve it. For each worker to adapt to a particular company, they must accept the culture of that company.

The starting point for adopting and shaping these functions is recognizing the correlation between organizational culture and business success (Smircich, 1983).

According to Armstrong, there are three extremely important elements of organizational culture: organizational values, climate, and management style. Organizational values encompass everything that is considered

beneficial for a given organization. These values include trust and respect, the satisfaction of colleagues and external partners, financial stability, and long-term cooperation with other organizations and experts. Organizational values are expressed as the purpose or strategic goals of the company.

Organizational climate is reflected in how employees perceive the company as a whole. The climate encompasses the work atmosphere, which is shaped by the experiences and perceptions of the employees. Interpersonal relationships also influence the climate. The purpose of organizational climate is to ensure that each employee feels comfortable and satisfied in their workplace. Employee satisfaction affects motivation and productivity. A positive climate makes employees more creative and innovative.

The final important element of organizational culture, according to Armstrong, is management style. This refers to how managers behave within the organization. There are various management styles, with the most common being autocratic and democratic. In an autocratic style, the manager does not trust subordinates and makes decisions without their input or choice. This leader focuses solely on the success and financial profit of the company, with little concern for people or employees. The focus of this style is material and is not oriented towards the people within the organization. For such leaders, profit is more important than people.

On the other hand, the democratic management style is the complete opposite of the autocratic style. In this style, management trusts its subordinates, adopts a friendly approach, and decisions are made at all levels of the organization. This style is characterized by a focus on people and their well-being (Žugaj and Cingula, 1992).

SYMBOLS AND MANAGEMENT OF ORGANIZATIONAL CULTURE

Managers are responsible for leading, shaping, and maintaining the organizational culture within companies or organizations. These managers are often referred to as "symbolic managers" because they spend a significant amount of time reflecting on the values, key personalities, and rituals that define their organization's culture (Žugaj et al., 2004).

A modern manager's workday is typically divided into three parts. The first part consists of minor tasks, the second part includes events or matters that could be significant, and the third part consists of high-priority issues. The first part is referred to as "trivia," the second part as "events," and the third as "dramas." The main skill of any symbolic manager is the ability to differentiate between these three elements. Organizational culture plays a crucial role in determining what is important and what is not. The most critical factor in this process is the manager's intuition and ability to make the right decisions at the right time. This approach is what leads to successful business outcomes. The goal of the symbolic manager is to improve and integrate the core values and beliefs that are part of the organizational culture (Žugaj et al., 2004).

The dramatic aspect is also essential. The way managers manage can sometimes differ, especially if they draw inspiration from the dramatic style of intelligent and rational managers who are increasingly common in modern organizations. It is extremely important for a symbolic manager to focus on several key areas.

Human Resource Management

Human resource management (Dessler, 2017) is crucial for the success of any organization. It is based on the assumption that there is competition in the working environment, and therefore, employees need to adapt to changes to succeed in their careers. In this way, their contribution to the company becomes satisfying. This field of study is constantly evolving, with numerous experts contributing to its development.

As Žugaj et al. (2004) point out, "In a business organization, human resource management is subordinated to strategic goals, such as increasing productivity, quality of life, and profitability."

Hiring and Firing Employees

The recruitment process is handled by the human resources department, particularly in hiring new, often younger workers. According to Jack Welch, this is not a correct assumption. Symbolic managers are involved in the hiring process and participate in selecting new employees. In addition to hiring (Welch and Welch, 2005), these managers are also involved in the dismissal of employees. Firing someone is not an easy task, and it should be avoided whenever possible. If an employee is performing well and proving to be a valuable asset, they should be offered lifelong employment. If dismissal becomes inevitable, the reason should not be poor business performance, but rather violations of societal norms and values (Žugaj et al., 2004).

Making Strategic Decisions

Rational management science indicates that the critical role of senior managers is to make key strategic decisions that affect business operations. To make these decisions, senior management often invites external consultants to help shape critical choices. These consultants are typically brought in by the company's owners or managers when they face a problem that they cannot solve on their own (Biswas and Twitchell, 2017).

Businesses of all sizes—corporations, non-profit organizations, and even government institutions—use consultants. When dealing with unprofitable or problematic ventures, symbolic managers often form advisory committees, usually composed of respected retired company directors. If these advisors recommend discontinuing a particular business venture, the manager follows their advice (Žugaj et al., 2004).

Cost Control

Cost control is vital for any organization. It is conducted through various methods. "In addition to thorough financial analysis, quality accounting systems for tracking costs and strong budgeting processes are used. The task of the symbolic manager is to determine where costs have increased and to understand the nature of these costs" (Žugaj et al., 2004). Cutting costs in a corporation is a difficult task. American research has shown that, over the past 30 years, many companies have tried to implement cost-cutting strategies, but these efforts have often failed. For instance, stocks in companies like Sunbeam Corp. are worth less today than they were ten years ago, despite aggressive cost-cutting efforts. Some companies have ultimately gone bankrupt. Research also indicates that continual layoffs can backfire. After employees are let go, the morale of the remaining workers often plummets, which in turn reduces productivity. Negative results can also stem from buying out the pension of older workers or offering severance packages to reduce staff numbers.

Symbolic Management

The symbolic role of managers (Coyle, D. 2018) extends beyond everyday management tasks. They must also become the embodiment of the organizational culture, both internally and externally. By performing their duties in a way that reflects the core values and rituals of the organization, they reinforce these cultural elements and help cultivate a work environment that promotes the desired behaviour and attitudes. Symbolic managers play a key role in establishing and maintaining the identity of the company through the symbols, rituals, and behaviour they uphold. This includes modelling the behaviour expected of employees, creating shared meanings, and aligning the company's actions with its cultural principles.

In conclusion, symbolic managers are instrumental in shaping and managing organizational culture. They are the stewards of values, beliefs, and rituals that define the identity of the company. Through their leadership, they ensure that culture influences all aspects of organizational life, from human resources to strategic decision-making, and from hiring practices to cost management. Their ability to navigate the "dramas" of the business world with intuition and a deep understanding of the organization's culture is key to the company's long-term success.

Symbols of organizational culture

Visible symbols of organizational culture include symbols, customs and rituals, and language and communications.

Customs and rituals are the most impressive symbols of corporate culture. These are the rules that determine the behaviour in the life of the corporation, i.e. they bring order to chaos, i.e. chaos. We are talking about rituals and customs when in one company, for example, all employees gather on Fridays for a regular joint lunch, during which the entire staff

mingles with each other, of course, without respecting the formal hierarchy of positions.

Especially recognizable, although not always comprehensible even for those outside the company, is the language and communication of the company itself. Companies differ in their specific language, that is, many companies use special speech, slang, metaphors and other forms of language to send special messages to employees (Bahtijarević-Šiber et al., 1991).

Values, norms, attitudes and beliefs are invisible signs of culture. However, they have a strong influence on the overall culture of the company because they actually carry the culture itself. These include: company philosophy, maximum orientation towards the customer, stimulation of the competitive spirit and innovative process in the company, management with the help of goals, tendency to change, preference for teamwork, participation of workers in management and joint problem solving, business ethics, way of informing and communicating in to the company, support for newly employed workers, familiarization of new workers with the company, management behaviour, feeling of belonging, i.e. loyalty to the company, etc.

Status symbols are highly visible (Coyle, D. 2018) and recognizable signs of corporate culture. They talk about the social position of an individual, a group or an entire organization in relation to others.

Some typical status symbols in a company would be: the position an individual occupies, the amount of salary, the bonuses enjoyed by a member of the organization, the size of the office, the macro and micro location of the office, the equipment (furniture) in the office, the quality of the rugs and the value of pictures, or other works of art in the office, location of parking spaces, reserved parking, type (brand) of business cars, right to a secretary, right to use the directors' club, invitations to a cocktail party, privileges, including free movement at work, autonomous determination of holidays, etc. (Bahtijarević-Šiber et al., 1991).

From all these mentioned elements, it is clear that organizational culture has two fundamental approaches: the visible and the invisible part. The difference between these two approaches is that the visible signs of culture are obvious and easily recognizable, not only for employees in the company but also for people outside the company, while the invisible signs of culture are less recognizable for all members of the organization. Visible signs of culture include: ceremonies, slogans, symbols, stories, style of clothing and behaviour, and the like. The invisible part defines organizational culture as a system of values, understanding, beliefs, ethics, lifestyles, personality and character of employees in the organization (Bahtijarević-Šiber et al., 1991).

CASE STUDY ANALYZES WITH THE AIM OF INSIGHT INTO THE ORGANIZATIONAL CULTURE OF THE PLITVICE LAKES NATIONAL PARK

Plitvice Lakes National Park (Pavičić, 2019) is the oldest and largest national park in Croatia. It consists of 16 cascaded lake systems and numerous

smaller lakes. Due to their unique global value, the Plitvice Lakes are the bearers of international recognition and are included in the UNESCO World Heritage List. The public institution Plitvice Lakes National Park manages the National Park and the Natura 2000 ecological network areas and other protected areas within the National Park. The founder of the Public Institution is the Republic of Croatia, and the founding rights and duties are performed on behalf of the Republic of Croatia by the central state administration body responsible for nature protection.

Interviews with employees of NP Plitvička jezera

The methodological details of the research related to the conduct and analysis of interviews are crucial for ensuring the reliability and repeatability of the study. Given that the research focuses on organizational culture and uses interviews with employees, the methodology may include several key steps: from preparation and data collection to analysis of the results. :

The aim of our research is to get acquainted with the existing organizational culture in the Plitvice Lakes National Park, identifying symbols, values and norms and the influence of these factors on the working atmosphere, employee behaviour and their attitudes towards nature conservation. After defining the research objectives, we formulated specific research questions that were asked in the interviews with employees. Our research is qualitative because it deals with the subjective experiences of employees and their values, norms, attitudes and beliefs that shape the organizational culture. We carefully planned the sample of respondents to ensure the relevance of the data. We selected respondents who have relevant experience related to the research topic, i.e. employees of the Plitvice Lakes National Park such as guides, administrative staff, managers and technical staff. Purposive sampling was used, because the goal was to interview employees who have a direct role in preserving and promoting the park's mission. Seven were examined, which we considered sufficient to achieve data saturation.

A semi-structured interview with pre-prepared questions was used, which enables flexibility and standardization in data collection. The interviews included open-ended questions that allowed employees to freely express their opinions and feelings about various aspects of the organizational culture.

In the first part of the interview, we talked about the current tasks, responsibilities and mission of Plitvička Jezera NP. The goal was to understand how employees perceive their role in the organization and how the mission of the park is reflected in their daily work.

In the second part of the interview, we talked about visible symbols of organizational culture (uniforms, signs, educational materials, communication within the organization).

The third part of the interview focuses on invisible symbols and cultural values, such as professionalism, responsibility, innovation and competitive spirit. It also explored how change is managed, including changes in legislation and technology.

All interviews were recorded (with the prior consent of the interviewees). Thematic analysis was used to analyze the qualitative data, which involves identifying and categorizing recurring themes, symbols, values, and norms. In interviews with employees, we tested the working hypotheses:

Research Question 1 (Q1): "The organizational culture of Plitvice Lakes National Park is based on clearly defined values, norms, and symbols that positively influence the work environment and employees' daily behaviour."

Research Question 2 (Q2): "Visible and invisible symbols of the organizational culture at Plitvice Lakes National Park are interconnected and collectively shape employees' attitudes, beliefs, and work efficiency."

In this paper, we present the most interesting answers from the conducted interviews, in which we tried to cover both dimensions - visible and invisible symbols - in order to create a comprehensive insight into the organization.

In the introductory part of the interview, we asked the employees to describe their current work tasks and responsibilities in the Plitvice Lakes National Park, as well as the key missions and goals of the Plitvice Lakes National Park.

Employee: "I have been employed as a guide in Plitvice Lakes National Park for two and a half years. I guide visitors through the park, educate them about the importance of nature conservation, and provide information about the flora and fauna of the park. In addition, I help maintain the trails and regularly communicate with other teams to ensure the safety and satisfaction of visitors. The mission of Plitvice Lakes National Park is to protect the unique natural heritage but also to educate the public about the importance of nature conservation. I also think it is very important to provide visitors with an unforgettable experience, with minimal impact on the environment. Our mission includes a balance between conservation and sustainable tourism."

In the second part of the interview about the visible symbols of the organizational culture, we asked the employees to describe the main symbols and customs within the Plitvice Lakes National Park, to which information is transmitted within the organization, and how the emphasis is placed on nature protection and sustainable development in the daily practice of the Plitvice Lakes National Park.

Employee: "The main symbols that I often see are our uniformed guides and staff, as well as specific signs and educational materials that are used to raise awareness about nature protection. Information is transmitted on several levels - on the field, communicating with colleagues and on regular I meet with management or during daily briefings. I think there is a lot of room for improvement in terms of clearer internal communication between departments."

In the third part of the interview about invisible symbols and cultural values, we asked the employees to describe what fundamental values they consider to be key for the organizational culture of the NP Plitvička Jezera, how innovation and competitive spirit are promoted within the organization, and to describe the relationship between employees and management.

Employee: "One of our key values is the preservation of nature, but also the unity among employees. In addition, I think it is very important to have a high professional standard and responsibility towards visitors. Our job does not stop only at leading tours - you have to be an educator, environmental protection officer and ambassador for the whole of Croatia. I think that the managers are mostly approachable and ready to listen to our suggestions and concerns. However, I feel that the employees' feedback could be included more often in making strategic decisions. In the second part of the interview about the visible symbols of the organizational culture, we asked the employees to describe the main symbols and customs within the Plitvice Lakes National Park, to which information is transmitted within the organization, and how the emphasis is placed on nature protection and sustainable development in the daily practice of the Plitvice Lakes National Park.

In the fourth part of the interview on attitudes towards change and challenges, we asked employees to describe how the organization deals with changes in legislation, technology or environmental protection.

Employee: "NP Plitvička Jezera reacts quite quickly to changes in legislation and environmental protection. Our organization regularly educates employees about new rules."

In the fifth part of the interview, we asked the employees to describe the working atmosphere and which business ethical guidelines they consider the most important in their daily work.

Employee: "The working atmosphere is friendly in the winter, we socialize a lot outside of working hours, while in the season there is a lot of nervousness, but we don't fight. I can say that I always feel welcome, and my colleagues are ready to help, whether it's about daily tasks or to something specific."

In the sixth part of the interview, we asked the employees to describe the biggest challenges in the management and maintenance of the National Park.

Employee: "The cold maintenance plant of the entire complex is very expensive. There are about 700 full-time employees, eight boats, six buses, and six tourist trains that need to be maintained, as well as many walkways. One of the biggest challenges is balancing between preserving nature and a large number of Given a large number of visitors, it is necessary to constantly invest in the maintenance of the infrastructure and the preservation of natural resources people, and seasonal workers, so it tests how many domiciliary "pools" have the necessary workforce. Until now, the practice was that seasonal workers were from a radius of 50 km from Plitvice."

In the seventh part of the interview, we asked if there was anything that we did not cover, and which employees consider important for understanding the organizational culture of NP Plitvička Jezera.

Employee: "Perhaps I would add that it is also important for us how business ethics and responsibility are promoted. At every step, we are encouraged to do everything with maximum attention to nature and to our visitors."

The analysis of employee interviews confirms that the organizational culture of Plitvice Lakes National Park is indeed rooted in well-defined values and symbols. Employees consistently highlighted the mission of nature preservation, sustainability, and public education as core values shaping their work. Visible symbols, such as uniform guides and educational materials, reflect a professional and ethical approach, reinforcing the importance of conservation among both staff and visitors. One of the most prominent elements of the organizational culture of Plitvička Jezera NP is a strong commitment to the preservation of natural resources and sustainability.

Employees identified visible symbols, such as uniforms, signage, and eco-friendly practices, as key to communicating the park's mission to both staff and visitors. These visible elements serve as constant reminders of the park's commitment to sustainability and professionalism. Employees, as guides, play a key role in spreading awareness about nature conservation among visitors. Employees stress the importance of unity and teamwork within the organization. Employee's value open communication with management and feel included in decision-making, although there are suggestions for further improvement of feedback and involvement in strategic processes. There is a strong sense of community and professional responsibility, which contributes to a positive working atmosphere and a high level of employee motivation. In Plitvice Lakes NP, visible components of organizational culture are recognizable, such as uniform guides and educational materials that serve as symbols of nature conservation and professionalism. The biggest challenge that Plitvička Jezera National Park faces is balancing between high tourist interest and the preservation of the ecological values of the park. This challenge requires constant adaptation, harmonization of legal regulations and the implementation of innovations in the preservation of nature and the improvement of tourist services. The organizational culture of Plitvice Lakes National Park is based on several key values: responsibility, ethics, sustainability and education. Employees emphasize the importance of business ethics and responsibility towards nature and the community. In Plitvice Lakes National Park there is a high level of adaptability to external changes, such as legislative changes or innovations in technology and environmental protection. Although there are clear communication channels within the organization, employees indicated the need for greater inclusion of their feedback in the decision-making process, especially in strategic issues and long-term plans. Improving internal communication can further strengthen the sense of community and enable even greater efficiency in solving challenges, as well as in implementing new initiatives.

The findings of this study align with existing literature on organizational culture, particularly its central role in shaping societal cohesion and employee behaviour (Gutić, 2008). The Plitvice Lakes National Park case study underscores the importance of both visible and invisible symbols in fostering a strong organizational identity, resonating with previous research on how shared values and norms enhance employee commitment and

organizational success. The emphasis on teamwork, open communication, and a shared mission to balance conservation with tourism mirrors broader organizational culture theories that emphasize collaboration and adaptability in complex environments. This study also highlights the need for continuous adaptation in response to challenges like resource management and high visitor numbers, reinforcing the argument that a flexible culture is essential for long-term sustainability. The recommendations, especially those related to improving internal communication and supporting innovation, are crucial for enhancing organizational effectiveness and ensuring that the park remains a model of both environmental stewardship and operational excellence.

CONCLUSION

Based on the answers of Plitvice Lakes National Park employees, we can draw several key conclusions about the organizational culture of the park, its values, norms, daily practice and the challenges it faces. E Invisible symbols, such as shared values of responsibility, ethics, and teamwork, further reinforce employees' sense of purpose and dedication. The shared mission of balancing conservation with tourism connects visible and invisible cultural dimensions, fostering a cohesive organizational identity.

However, challenges such as high visitor numbers and resource management highlight the need for ongoing adaptability. The interconnectedness of visible and invisible symbols enables employees to address these challenges effectively, enhancing work efficiency and fostering long-term sustainability. Employees emphasized teamwork and a sense of community within the organization as vital elements of daily operations. Open communication with management contributes to a positive work environment, although some employees suggested the need for improved feedback mechanisms to further strengthen inclusivity in decision-making processes. Overall, the strong alignment of values, norms, and visible symbols confirms the hypothesis that the organizational culture positively influences the work environment and employees' behaviour.

In conclusion, both Research Questions are validated by the findings. The organizational culture of Plitvice Lakes National Park demonstrates a strong integration of values, norms, and significant challenges.

Recommendations for the further development of organizational culture consist of the improvement of internal communication channels, with the aim of greater involvement of employees in decision-making and strategic processes. Then, increase support for innovation, to enable employees to recognize and implement new ideas in the operation of the park, with the aim of further improving the preservation of the environment and the services they provide to visitors. It is important to preserve the balance between tourism and nature conservation and to systematically strengthen the education of new employees.

Whether the success will be long-term and what will be the overall efficiency of a company depends on the development of organizational

culture because it is a powerful force. Organizational culture dictates the development, success and very survival of the organization. Numerous external and internal factors affect the business organizational structure. It is important to point out how the banking sector turns to the needs of clients and is oriented towards meeting their needs. Therefore, we conclude that every company has its personality, and organizational culture contributes to that personality. The personality of a company is precisely its organizational culture.

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