



DETERMINING KEY FACTORS OF ORGANIZATIONAL CULTURE IN SERBIAN COMPANIES

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Abstract

The paper presents the results of the research on organizational culture in Serbian companies. At the start of the research 72 parametres which represent organizational culture were defined. The research was carried out by analyzing the situation and importance of the parametres of organizational culture which had been defined beforehand. The situation of the defined parametres was determined by surveying company managers (Survey 1). The importance of the defined parametres was determined by surveying the experts (Survey 2). The main conclusion is that organizational culture in Serbian companies is at an average level. Factor analysis was also performed and 7 key factors of organizational culture in Serbian companies were identified. The research results have great theoretical and practical importance for both Serbian companies and foreign companies which are considering investments in Serbia and appearance on Serbian market.

Key words: organizational culture, survey, factor analysis, Serbia.

Topic Groups: Organizational behavior, Change management and organizational development, Managerial and organizational cognition and psychology.

INTRODUCTION

Organizational culture is an increasingly important field of management today. However, in Serbia it has not been studied in depth. There are no data on the situation of organizational culture in Serbian companies, and hence there are no proposals or suggestions for its improvement. What is certain is that the level of organizational culture in Serbia is very low, and that there is an unfavorable base in national culture. It is assumed that substantial changes are required in organizational culture in Serbian companies. The need for this type of research arose as a consequence of this situation.

Development of organizational culture is particularly important in companies in countries in transition. The influence of organizational culture is especially manifest in companies which have completed the process of ownership transformation. With the completion of the process of economic transition and with inflow of foreign capital on the market, organizational culture assumes an ever increasing important role in the process of making the process of doing business international. Companies in Serbia are currently faced with the following challenges: transition, privatization, need for accepting market economy conditions. The level of organizational culture is very important in order to overcome the above-mentioned challenges. Raising the level of organizational culture in Serbian companies would result in improving the quality of both national and international collaboration.

The objective of this research is to establish the differences between the current and the desired situation of organizational culture in Serbian companies and to define the key factors of organizational culture.

Organizational culture is a system of divided values, value orientations, beliefs, and customs within an organization, and thereby it influences the structure of the organization and directs its conduct, but also determines the norms of conduct within the organization itself. (Sharplin, 1958) Every company has its own specific organizational culture. Work groups within an organization have their own code of conduct within the organization itself as well as their own ways of reacting, which, when viewed in a broader context, have impact on the entire system. (Black, 2003) Organizational culture is the factor which directly influences the success or failure of an organization. For this reason attention must be paid to the key dimensions of organizational culture: (Deal and Kennedy, 1982)

- Values – represent the convictions, the heart of organizational culture.
- Heroes – people who represent personification of the values.
- Ceremonies and Rituals – an unofficial system of communication or concealed hierarchy of power in the organization.

Bringing together individual goals with common goals and relying on the responsibility of the employees are the success factors of organizational culture. (Morgan, 1977) According to (Krefting and Frost, 1985) the way in which organizational culture can influence competitive advantage, is by improving and overcoming the limitations of the organization, in a way that it facilitates individual interaction and/or by limiting the flow of information to certain levels. The accepted values also enable managers to foresee the reaction of the employees to certain strategic decisions, which enables them to reduce the undesired consequences. (Ogbonna, 1993) Most theoreticians agree that sustainable competitive advantage stems from creating organizational competitiveness which is superior to and can hardly be reached by the competition. (Reed and DeFillippi, 1990) Unique qualities of a company's organizational culture are a powerful source of generating advantage over competition. The

link between the leadership style and organizational performance is connected by the nature and form of organizational culture. (Ogbonna and Harris, 2000)

In addition to the need for determining the level, one of the greatest problems of organizational culture in Serbian companies is that the new model of conduct is based on the foundations of old values. This fact is the source of confusing messages, values, and norms and cause of vague insight into the new circumstances and changes. Therefore, the very importance of the changes in relation to the past period is questionable because the surroundings which is faced with the challenges of the new era is led and directed by outdated and antiquated norms. The need to replace the old with the new is the cause of transition, and one of the goals of privatization is improvement of efficiency of the company's business. This can be achieved by changing the values of the employees and the managers in an organization. The company must build up a system of values by which it will be recognizable. Successful managers must influence the employees and then organizational culture integrates the values and attitudes of the employed in the company. (Weihrich and Koontz, 1998) Great uncertainty in life of an organization frequently endangers its achievements. A frequent topic of organizational research is reducing uncertainty as a way of establishing control over the company's fate. (Thompson, 1967) New approaches to organizational culture include changes of the organization related to the customer, quality and innovation, introduction of the system of rewarding the employees, and development of knowledge and skills and abilities which is harmonized with the adopted concept of changes.

The research by G. Hofstede (Hofstede, 1980) and the group of his collaborators included 40 countries, among which there was also former Yugoslavia, the cities of Ljubljana, Zagreb, and Belgrade. After having been processed, the data were subsequently checked and tested. This research was refreshed by new data in the year 2001. (Hofstede, 2001) After the disintegration of the Socialist Federal Republic of Yugoslavia, it was possible to sort out the results for Slovenia, Croatia, and Serbia.

Hofstede identified the following characteristics of national and regional culture, which directly influence organizational culture: (Hofstede, 1980)

- *Power distance.* Employees who belong to a culture with a great power distance prefer authoritative style of leadership. A low distance indicates that all people, all employees should have equal rights.
- *Avoiding uncertainty.* Indicates the limit to which a society accepts uncertainty and risk.
- *Individualism or collectivism.* The limits to which people are expected to oppose or behave in a superior manner as members of a group or an organization.
- *Male or female culture.* Indicates the cultures based on traditional male or female values. For example, male culture comprises competitiveness, ambition, accumulation of money and material things.

Sociologists in Serbia have diagnosed that Serbian national culture is compatible with the picture of national culture which derives from Hofstede's research. On the basis of (Hofstede, 1980), the situation of the dimensions of Serbian national culture can be perceived, as well as its impact on organizational culture in Serbian companies: (Janicijevic, 1997)

- *Power distance.* High power distance ranks Serbian culture with the group with the highest power distance in the world. This indicates a high propensity to authoritarianism. Organization leader is seen as 'pater familias'. Influence tactics of Serbian managers is giving orders, and abuse of manager's power is a very frequent

occurrence. The relationship between the leader and his/her followers is emotional and extreme.

- *Avoiding uncertainty.* Serbia belongs with the countries with the highest degree of avoiding uncertainty in the world. High avoiding of uncertainty indicates orientation to the task, and not to people. Serbian companies accept changes very hard and slowly, which can have very bad effects on the company's business
- *Individualism or collectivism.* Prevalence of collectivism indicates that members of Serbia culture think that the collective is responsible for the destiny of its every single member, and that it is obliged to take care of its every single member. Collectivism makes the relationship between the individual and the organization ethical and emotional, instead of rational. Members of an organization think that the leader is bound to take care of his/her subordinates' interests.
- *Male or female culture.* Serbia belongs with the cultures with express female values. Members of Serbian culture put the social before the material. The goal and the measure of values are status, rank, connections, acquaintances, and relationships between people, and not the results of work and acquiring based on work. Female values are reflected in orientation to people and tendency to harmonize the relationships. People attach more importance to status, rank and position, connections, acquaintances, and interpersonal relationships, and not to the results of work and material acquisition based on work. The leader is not determined and aggressive. He/She shows tendency to consensus. Appearance of a leader who shows both male and female values is very frequent.

Such results confirm the thesis that organizational culture in Serbian companies is not at a satisfactory level, and that the reasons for this lie in unfavorable characteristics of national culture. For that reason, research on organizational culture in Serbian companies always has a special importance.

RESEARCH METHODS

The research had two basic objectives:

1. *Determining the state and importance of organizational culture parameters in Serbian companies.* The state of organizational culture parameters shows the real level of organizational culture in Serbian companies. The significance of organizational culture shows the ranks and mutual relationship according to the importance of individual parameters of organizational culture in Serbian companies.
2. *Determining the key factors of organizational culture in Serbian companies.* The key factors of organizational culture are determined by factor analyses of data considering the importance of individual parameters of organizational culture. These factors represent realistically organizational culture in Serbian companies. In this way the number of the observed variables is decreased which enables easier measuring, monitoring and improving of organizational culture in Serbian companies.

Parameters of organizational culture which will be studied are defined right at the start. Parameters of organizational culture were defined after considering a large number of reference works, such as, for example: (Bilsky and Jehn, 2002; Buchanan, 2001; Bond and Smith, 1996; Kotter and Heskett, 1992; Hofstede, 1980, 1984, 1991, 1998, 2001; Hofstede et al. 1990; Morris, 1956; Dempsey and Dukes, 1966; Schwartz and Bilsky, 1987, 1990; Schwartz, 1994; O'Reilly et al., 1991; Cameron and Quinn, 1999; Peters and Waterman, 1982; Schein, 1985). 72 parameters of organizational culture were defined in this way. The

parametres were studied, and are shown in Table 1. The research itself was carried out through the two surveys (Survey 1 and Survey 2).

Survey 1

Survey 1 referred to determining the situation of the defined parametres of organizational culture in Serbian companies. Survey 1 was filled in by managers who are employed in Serbian companies. Their task was to quantitatively assess each parametre by one of the assessments 1-5 according to their personal estimate. This assessment represents the level of current situation of the observed parametre in the company. The assessments have the following meanings: 1 – Very unfavorable, 2 – Unfavorable, 3 – Average, 4 – Favorable, 5 – Very favorable. The similar approach to the organizational culture parametres assessment is applied in research (Veiga, Lubatkin, Calori, Very, 2000).

Basic characteristics of the process and results of polling through Survey 1 are:

- *Number of managers.* The total of 70 managers from 60 companies answered the questions (in some companies, two managers sent in their answers).
- *Respondents (managers).* The respondents are people in high managerial positions in their respective companies and people who have insight into the company's strategy, relationships within the company, etc. It can be said that the contacted managers were prevailingly the most competent people in the companies included in Survey 1.
- *Type of company.* The research was carried out in Serbian companies, regardless of the business branch or form of property in the company. Smaller companies, with fewer than 20 employees, were not included in the research.
- *Research area in terms of geography.* The research was conducted on the territory of Serbia.
- *Research period.* The research lasted for about five (5) months, in the period between August and December, 2008.

Survey 2

Survey 2 referred to determining the importance of the defined parametres of organizational culture in Serbian companies. (The same parametres were studied as in Survey 1; in Survey 1 their situation was determined, and in Survey 2 their importance). Survey 2 was filled in by experts from Serbia. Their task was to quantitatively assess each parametre by one of the assessments 1-5 according to their personal estimate. This assessment represents the importance and influence of the observed parametre on organizational culture. The assessments have the following meanings: 1 – Very little importance, 2 – Little importance, 3 – Average importance, 4 – Great importance, 5 – Very great importance.

Basic characteristics of the process and results of polling through Survey 2 are:

- *Number of experts.* the total of 30 experts answered the questions.
- *Respondents (experts).* According to the type of institution in which they are employed, the respondents were experts from scientific and educational institutions (professors, assistant-lecturers) and experts working in economy (general managers, research and development managers, scientific advisors, managers, etc.). According to the level of education, the experts were: PhDs, Masters of Science, university graduates. All the experts are from Serbia.
- *Research period.* The research lasted for about five (5) months, in the period between August and December, 2008 (in parallel with Survey 1).

RESEARCH RESULTS

Situation and importance of parametres of organizational culture in Serbian companies

Determining the situation and importance of parametres of organizational culture in Serbian companies represents the basic, initial result of this research (Table 1). The situation and importance of every single parametre is expressed by quantitative assessment 1-5. Each assessment in Table 1 is obtained as the average value of all the assessments (managers' or experts') for the observed parametre. Average assessment of all parametres of organizational culture in companies in Serbia is 3.62 (average of third column in Table 1).

Table 1: Situation and importance of parametres of organizational culture in Serbian companies

Para m. No	Parametres of Organizational Culture	Assessment of the situation of the parametre	Assessment of the importance of the parametre
1.	Decisions are made in the way which makes the business more efficient.	3.64	4.20
2.	Primary role of the manager in the organization is clear.	3.86	4.04
3.	Important strategic and operational decisions are quickly transformed into action.	3.30	4.16
4.	Top management cooperates when making strategic decisions.	3.71	4.36
5.	Decision which has once been made is realized without major corrections.	3.37	3.32
6.	Employees are included in the process of decision-making.	2.99	4.00
7.	Vision corresponds to the situation in the company's surroundings.	3.37	3.88
8.	Vision and company mission are clearly defined.	3.64	4.28
9.	Employees support company vision and mission.	3.44	3.88
10.	Favorability of the structure and sources of power in the company.	3.21	3.60
11.	There is a positive democratic atmosphere in the company.	3.30	3.96
12.	The company successfully copes with the changes of external surroundings.	3.50	4.24
13.	Aiming of the company to do business in an original way.	3.69	4.08
14.	Aiming of the company to have original product originality.	3.70	4.20
15.	Information from the surroundings reach the superiors timely.	3.80	4.04
16.	Information from the surroundings are accurate and quality.	3.67	3.96
17.	Information is circulated efficiently through the organizational structure of the company.	3.41	3.72
18.	Employees receive clear information about the results of their work.	3.63	3.56

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19.	Speed of change of bad actions in production and doing business.	3.41	3.84
20.	Representation of women in leading positions in the company.	3.26	3.60
21.	Company's attitude to changes and innovation.	3.70	4.36
22.	Employees' attitude to changes and innovation.	3.99	4.12
23.	Degree of investing in scientific and research activities.	3.04	4.00
24.	Importance attached to introducing new products in the production program.	3.63	4.12
25.	Degree of familiarity with and appreciating customers' needs.	3.97	4.20
26.	Degree of application of IT in the company.	4.10	4.12
27.	Company's ambitions to improve business results.	4.21	4.24
28.	Quality of promotion.	3.53	4.04
29.	Quality of PR.	3.56	4.12
30.	Quality of team work in the company.	3.61	4.28
31.	Employees can show their knowledge and skills.	3.67	4.04
32.	Employees have chances of promotion.	3.70	4.24
33.	Readiness of the management to invest in human resources.	3.50	4.08
34.	Employees have freedom in accomplishing their tasks.	3.49	3.64
35.	Employees are given precise and clearly defined tasks.	3.66	3.88
36.	Promotion and rewarding is performed on the basis of the results achieved.	3.47	4.16
37.	Rules which employees should observe are clear.	4.06	3.92
38.	Discipline of employees.	3.83	3.96
39.	The system of rewarding and punishing is completely clear.	3.54	3.80
40.	There is a possibility of freely expressing one's opinion.	3.54	4.28
41.	Stimulating individual's initiative and creativity.	3.37	4.24
42.	Application of technique of expansion and enrichment of business.	3.44	3.64
43.	Motivation of top management.	3.86	4.40
44.	Motivation and up-to-datedness of employees.	3.43	4.16
45.	Employees have the feeling of personal success.	3.37	3.80
46.	Evaluation of the results of an individual is adequate.	3.33	3.80
47.	Distribution of the staff to appropriate workplaces.	3.36	4.20
48.	The level of ergonomic conditions at the workplace (noise, light, cleanliness, temperature.....).	3.46	3.68
49.	Quality of internal interpersonal relationships in the company.	3.50	3.88
50.	Orientation of top management to the quality of relationships within the company.	3.53	3.84
51.	Application of systematic approach in solving conflicts at the workplace.	3.19	3.56
52.	Degree of confidence between top management and employees.	3.40	4.24

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53.	Attitude of the company to active participants in the community (customers, citizens, business partners, journalists, media, competition.....).	4.00	4.28
54.	Quality of orderliness of the company's yard space.	3.89	2.72
55.	Recognizability of the company's yard space.	3.60	2.64
56.	Quality of arrangement of the office space in the company.	3.63	3.36
57.	Recognizability of the arrangement of the office space in the company.	3.56	3.24
58.	Recognizability of the company's logo.	4.43	4.16
59.	Representation of the logo within the business space.	3.97	3.60
60.	Characteristic style applied in communication.	3.69	3.44
61.	Application of dress code.	3.37	3.04
62.	Degree of markedness of the employees' status symbols.	3.49	2.60
63.	Respect for and cultivation of the company's tradition.	3.99	3.64
64.	Cultivation of the company's history.	3.84	3.12
65.	Observation and maintaining of jubilees, anniversaries, and celebrations in the company.	4.09	3.36
66.	Emphasizing ethical norms within the company.	3.63	3.84
67.	Observation of ethical norms within the company.	3.64	3.96
68.	Characteristic nature and efficiency of the protocol in the company.	3.66	3.56
69.	Orientation of the company towards future.	4.00	4.28
70.	There is a sense of belonging and pride among employees.	3.61	3.92
71.	Measures for environment protection in the company.	3.71	4.04
72.	Degree of social responsibility of the company.	4.00	4.52

Key factors of organizational culture in Serbian companies

Factor analysis was applied in order to determine the key factors of organizational culture in Serbian companies. Factor analysis was performed on the results of Survey 2 on basis of 72 defined parametres of organizational culture. Selection of factors was made according to Kaiser-Guttman criterion, on the basis of which seven (7) factors of organizational culture in Serbian companies were identified. These factors cover more than 71% of parametre variation of organizational culture (Table 2).

Table 2: Factors of organizational culture in Serbian companies
(Eigenvalue and percentage of factor variation)

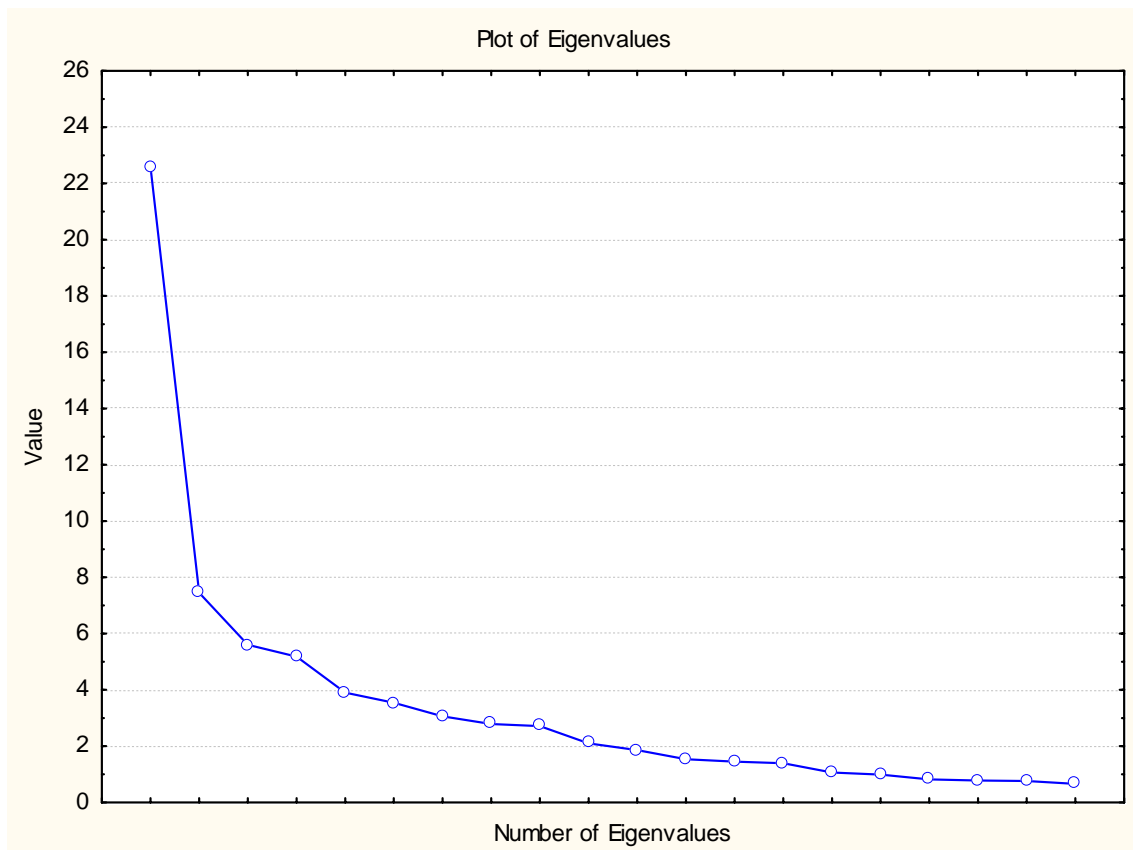
	Eigenvalue	% Total	Cumulative	Cumulative
1	22.58485	31.36785	22.58485	31.36785
2	7.45203	10.35004	30.03688	41.71789
3	5.60289	7.78179	35.63977	49.49969
4	5.17907	7.19316	40.81885	56.69284
5	3.90115	5.41826	44.71999	62.11110
6	3.54156	4.91883	48.26155	67.02993
7	3.06192	4.25267	51.32347	71.28260

The identified factors were rotated by applying varimax method. The results of this rotation are shown in Table 3. The identified factors are interpreted on the basis of the results which are shown in Table 3. On the basis of the shown results, the factors of organizational culture which are most important for Serbian companies were defined in the following way:

- F1 – Position and perspectives of the company's employees,
- F2 – Recognizability of the symbols of organizational culture in the company,
- F3 – Orientation of the company to strategic aspects of doing business,
- F4 – Quality of communication and information flow in the company,
- F5 – Quality of internal relationships in the company and motivation of the employees,
- F6 – Aspirations of the company towards originality and customer satisfaction,
- F7 – Quality of the established norms of business conduct of the employees.

Scree criterion was applied in the research. On the basis of this criterion, the number of important factors is determined on the basis of factor determining, which is followed by stabilizing the values of characteristic roots. On the basis of Fig. 1, on the horizontal axis are the factors, and the graph shows the Eigenvalue of each factor. On the basis of this Figure, there are breakpoints which help determine how many factors should be taken into consideration in the analysis. The Figure shows that the first factor is more important than the others. On the basis of this, the first factor explains the major part of variants and covers about 31% of variation in parametres of organizational culture (Table 2). After the first factor, the values decrease continually to the seventh, after which the values are stabilized.

Figure 1: Relation of factors – Characteristic root values



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Table 3: Variable (parametre) correlation coefficient with the given factor

	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Factor 7
Parametar 1	0.317534	0.282553	0.222071	0.019173	0.558635	0.057676	0.035965
Parametar 2	0.007221	0.224600	0.494095	0.167199	0.311747	0.242833	0.305366
Parametar 3	0.177216	-0.112884	0.336582	0.375583	0.696933	-0.119118	0.003597
Parametar 4	0.262698	-0.303767	0.705512	0.026454	0.220991	0.130708	0.033975
Parametar 5	0.175541	0.136754	0.029284	0.684275	-0.104790	-0.066432	0.005985
Parametar 6	0.505277	-0.032257	0.461652	0.125105	0.283441	-0.163100	-0.178031
Parametar 7	-0.368229	0.215702	0.553717	0.229433	0.322939	0.314869	-0.070081
Parametar 8	-0.122986	0.060787	0.648921	0.209271	0.145849	0.395232	0.379499
Parametar 9	0.002487	0.065199	0.283008	0.758570	-0.156861	0.012630	-0.200971
Parametar 10	-0.137163	0.510079	0.120060	0.358936	0.022929	0.415588	0.247590
Parametar 11	0.441436	0.009607	-0.326996	0.753639	0.175907	0.048796	-0.020669
Parametar 12	-0.023535	0.028468	0.183468	0.553515	0.475655	0.363447	-0.383690
Parametar 13	0.237870	-0.050529	0.283017	-0.087535	-0.053997	0.712908	-0.320823
Parametar 14	0.305733	0.049886	0.363632	0.006276	0.051460	0.697435	-0.220934
Parametar 15	0.005879	0.059595	0.011142	0.801833	0.327881	0.103099	0.146306
Parametar 16	0.003009	0.099626	0.151307	0.815651	0.357717	0.220143	0.080429
Parametar 17	0.076195	0.012924	0.392654	0.547987	0.465374	0.038862	0.249539
Parametar 18	0.502472	0.075984	0.150880	0.521847	0.342747	0.065452	0.329529
Parametar 19	-0.057750	-0.103722	-0.305960	0.550320	0.513828	0.125049	0.249106
Parametar 20	0.670266	0.059137	0.091667	0.444530	0.318291	-0.061105	-0.068707
Parametar 21	0.069221	-0.246121	0.829269	0.013587	0.121187	0.079393	-0.136951
Parametar 22	0.042864	0.023054	0.591579	-0.195177	-0.250945	-0.439222	0.141653
Parametar 23	0.053249	-0.110260	0.741899	0.051766	-0.026041	0.127314	-0.109147
Parametar 24	-0.202061	-0.000146	0.065135	0.364430	-0.258222	0.567439	0.143093
Parametar 25	-0.144435	0.268371	0.215827	0.153610	0.093684	0.794139	0.284000
Parametar 26	0.511045	0.038603	0.204618	0.311082	0.339999	0.163486	-0.017679
Parametar 27	0.268647	-0.051629	-0.076401	0.046493	0.032535	0.622655	0.163915
Parametar 28	0.124052	0.358176	0.364769	-0.081978	0.206562	0.571470	0.251228
Parametar 29	0.735047	-0.011852	0.092057	-0.115312	0.178000	0.099642	0.150550
Parametar 30	0.475360	0.032297	0.510234	0.203496	0.478680	0.007913	0.279108
Parametar 31	0.679148	0.102800	0.317489	0.306828	0.168242	-0.190862	0.169471
Parametar 32	0.755823	0.048994	0.100457	0.223925	0.232224	0.153068	-0.077487
Parametar 33	0.392557	0.133083	0.486281	0.337827	0.420500	0.331258	-0.346245
Parametar 34	0.303670	0.368956	0.368580	0.585927	-0.153541	-0.139616	0.074531
Parametar 35	0.274216	0.008177	0.506850	0.610520	0.078048	-0.197812	0.259888
Parametar 36	0.242315	0.236621	0.210188	0.114344	0.642968	0.100244	0.178265
Parametar 37	0.390987	0.108652	0.255702	0.365899	0.442322	0.068692	0.345071
Parametar 38	0.162099	0.187461	-0.066013	0.006382	0.529374	0.007452	0.596133
Parametar 39	-0.068450	0.388054	-0.078114	0.046111	0.533994	-0.046259	0.610917
Parametar 40	0.710586	0.158312	-0.055297	0.004437	0.435911	0.014764	0.345939
Parametar 41	0.555116	0.123160	0.598112	0.116571	0.215041	0.136205	-0.205607
Parametar 42	0.377954	-0.121623	0.176827	0.383850	0.205720	0.305504	0.048759
Parametar 43	0.051900	0.031058	-0.066971	-0.139898	-0.063571	0.673603	-0.039356
Parametar 44	0.177666	0.157873	0.267430	0.162169	0.582478	0.351288	-0.001050
Parametar 45	0.492943	0.177543	0.484600	0.204260	0.088002	0.247092	0.214056

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Parametar 46	0.202181	0.194689	0.012217	0.628844	0.574733	-0.194709	0.008760
Parametar 47	0.425470	-0.099235	0.623704	0.202848	0.240893	0.025443	0.298928
Parametar 48	0.146011	0.008110	0.480842	0.093611	0.457944	0.221613	0.077305
Parametar 49	0.172192	0.233639	0.145123	0.118768	0.819593	-0.008336	-0.065902
Parametar 50	0.416948	0.070624	0.126372	0.428041	0.116283	0.090913	0.570963
Parametar 51	0.239169	0.400730	0.428573	0.098853	0.465560	-0.110817	0.448577
Parametar 52	0.569219	-0.057672	0.412290	0.125655	0.305214	0.022388	-0.083635
Parametar 53	0.262163	0.125619	0.167251	0.095801	0.606328	-0.051860	0.284913
Parametar 54	0.104182	0.793662	0.072438	0.161004	-0.018844	-0.043701	0.218858
Parametar 55	-0.022735	0.803330	-0.062053	0.080483	0.185494	0.000899	0.082944
Parametar 56	0.315145	0.522425	0.020957	-0.067178	-0.163446	0.119208	0.502651
Parametar 57	0.138798	0.753685	-0.239226	-0.037786	0.018435	0.095596	0.337846
Parametar 58	0.462933	0.438502	-0.119505	-0.107743	0.200670	0.188628	-0.060562
Parametar 59	0.572898	0.443323	-0.073756	-0.229218	0.127960	0.108392	0.102714
Parametar 60	0.713196	0.418177	-0.037099	-0.096230	-0.070894	-0.151408	0.345600
Parametar 61	-0.198360	0.775117	0.097187	0.215890	0.223878	0.310911	0.057834
Parametar 62	0.044190	0.808056	-0.040081	0.012872	0.172661	0.073607	-0.124492
Parametar 63	0.253211	0.609021	-0.069192	0.003263	0.684259	0.027801	-0.014413
Parametar 64	0.159528	0.472117	-0.220097	0.356159	0.296384	-0.139832	-0.078173
Parametar 65	0.254155	0.549520	-0.295222	0.145689	0.411725	-0.269518	-0.028771
Parametar 66	0.711938	0.511955	0.174927	0.139138	0.186732	-0.051861	-0.057020
Parametar 67	0.629038	0.487769	0.424359	0.299852	0.144088	0.068136	-0.001795
Parametar 68	0.292229	0.390164	0.045002	0.017665	0.365788	0.049950	0.468997
Parametar 69	0.627287	-0.167632	-0.037070	0.112498	0.059901	0.105434	0.085449
Parametar 70	0.269038	0.020070	0.026715	0.004458	0.829454	-0.079844	0.050251
Parametar 71	0.556177	0.211222	0.479229	0.328472	0.190135	0.151437	0.173186
Parametar 72	0.467525	0.073839	0.137324	0.116975	-0.027290	0.232903	0.444211
Expl.Var	9.984211	7.268391	7.988697	7.675724	8.857920	5.187274	4.361253
Prp.Totl	0.138670	0.100950	0.110954	0.106607	0.123027	0.072045	0.060573

CONCLUSION

On the whole, organizational culture in Serbian companies is at an average level. This result was expected, or it is probably slightly better than the expected. This reaffirms the positive effects of privatization and transitional processes in Serbian economy.

Scientific contribution of this paper is visible in the research results. The results include the following:

1. Current state and the level of organizational culture in Serbian companies.
2. Significance and mutual relationship according to importance of individual parameters of organizational culture in Serbian companies.
3. Seven key factors of organizational culture which realistically represent organizational culture in Serbian companies. Operative use of these factors enables easier measuring, monitoring and improving of organizational culture in Serbian companies.

The results have theoretic significance by themselves and can be used as a base for education and further research. Besides, the presented results have a great practical significance for Serbian companies. It means that they can be used by company managers. Therefore, managers can analyze their own company and determine their position comparing

to the average state. It is also possible to analyze the state of the most important parameters of organizational culture in the company. In addition, individual key factors of organizational culture enable fast, efficient and quality review of the current state and a good selection of the future activities in the field of organizational culture.

The research limits are in the fact that the results are applicable only in Serbian companies. The results may be used in some countries in transition, too. There is also a possibility for further research in some other country or a new research in Serbia but by using some other parameters.

However, there are possibilities for some further researches, first of all, thanks to the results of factor analyses: it is possible to determine dependence between organizational culture and indicators of company's successful business performance. In practice, by using multi-variant regression and correlation the influence of the key factors of organizational culture (defined in this paper) on individual economic indicators (economic indicators can be taken for indicators of business effects) can be determined. . In addition, the influences on each economic indicator separately can be examined, as well as the influences on certain groups of economic indicators together. The dependences, obtained in this way, can help at defining activities in order to raise the level of some factors of organizational culture with the final aim for achieving better business results. This is also the main direction for further researches resulting from this paper.

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