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Study in pro-innovative organisational culture of the company

Key words: company culture, diagnosis, innovativeness, effectiveness

S u m m a r y: The key issue which decides about survival and success in the global market, under the conditions of the economy based on knowledge, is the capacity of the company to system-based creating and implementing innovation.

In the business practice, innovations are a significant factor to support execution of the development strategy of companies, but also of the whole economy, by enabling renewal of industrial structures or contributing to development of new sectors in business activities. Due to the increasing of these phenomena of conversion in the scope of cultural patterns according to new requirements of the global economy, they now become one of the basic problems which almost all companies all over the world face these days.

Company culture is understood as fixed patterns of thinking and behaviour of employees, developed by attitudes and behaviour of the management. It permeates the processes of both formulating the strategy and executing it. The company which understands its culture may use this knowledge as a source of strategic power.

The objective of the paper is to present the results of diagnosis of organisational culture in terms of its proinnovativeness. In the first stage of the study, on the basis of the obtained results of descriptive and questionnaire studies, the model of organisational culture in each of the companies was produced. The next stage of the study consisted in defining the culture required in the studied entities due to the strategy executed by them. First, the strategy of the studied companies was determined, and then the type of desired culture which enables proper execution of the strategy. The final stage of the study consisted in indication of directions and areas of changes in the current organisational culture.

The cultural models of the studied companies developed on the basis of the conducted study and presented in the paper show complexity and specific nature of the practised values and culture standards which may support or limit the capacity to manage innovative activities.

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1. Preliminary notes

Company culture is understood as fixed patterns of thinking and behaviour of employees, developed by attitudes and behaviour of the management. It permeates the processes of both formulating the strategy and executing it. The company which understands its culture may use this knowledge as a source of strategic power.

The basic condition of functioning of companies in the global market, under the conditions of increasing competition, the economy based on knowledge, is the capacity to system-based creating and implementing innovation (1, p. 20). In particular, innovations lead to:

- refreshing and expansion of the production and services assortment and the related markets;
- implementation of the new methods of production, procurement and distribution;
- introduction of changes in the methods of management, organisation of work, conditions of work and qualifications of labour.

In business practice, innovations are a significant factor to support execution of the development strategy of companies, but also of the whole economy, by enabling renewal of industrial structures or contributing to development of new sectors in business activities. Due to the increasing of these phenomena of conversion in the scope of cultural patterns according to new requirements of the global economy, they now become one of the basic problems which almost all companies all over the world face these days.

Flexibility, speed, effectiveness and responsibility of the company depend on skills, psychological assets and mentality of the employees. They need to want changes, not be afraid of innovation, not settle in the groove. Therefore, one of the tasks of the managing personnel is developing the appropriate (that is flexible, soft) organisational culture. This issues are difficult in terms of cognition, require cooperation of economists, sociologists and psychologists, there are no good methods of analysis of the culture, and the results of the analysis require professional interpretation, while the activities in this respect provide results with extended delay. For these reasons, company managements are not willing to deal with these issues. In this situation the strategies are developed which do not meet aspirations of owners, managers, or employees.

Multitude of the factors which shape organisational culture and multitude of cultures (subcultures) require from the researchers of this phenomenon precise determination of the subject matter of the study or, more generally, the “borderlines” of the study. The studies of organisational culture most often refer to cultural standards and values, that is the values which prevail in the organisation, and to their sources, and to their effect on the organisation. The cultural values and standards of the organisation may be classified into values and standards of strategic importance (e.g. car-

ing about people, competitiveness, quality, loyalty, focus on the market/ clients) and standards and values of operational importance (e.g. education, professional attitude, team work, the way of treating subordinates). In each case, they affect functioning of the organisation.

The research results presented in the paper refer to two purposefully selected business entities: an average-size private company and a large State Treasury company. A small number of studies entities is the consequence of the specific nature of the research process whose main objective was verification in practice of the diagnostic procedure of organisational culture of a company in the context of their executed strategy, proposed by the author of the paper (2). The objective of the study was to obtain possibly the most complete image of organisational culture of the studied company from both “quantity” (the questionnaire study) and quality points of view—the description of culture.

The model of diagnosing the organisational culture in the context of the strategy executed by a given organisation constitutes the basis of the solution for the presented problems. The model formulated is based in particular on the studies of literature of the subject matter and own views, as well as on the basis of earlier studies (Figure 1).

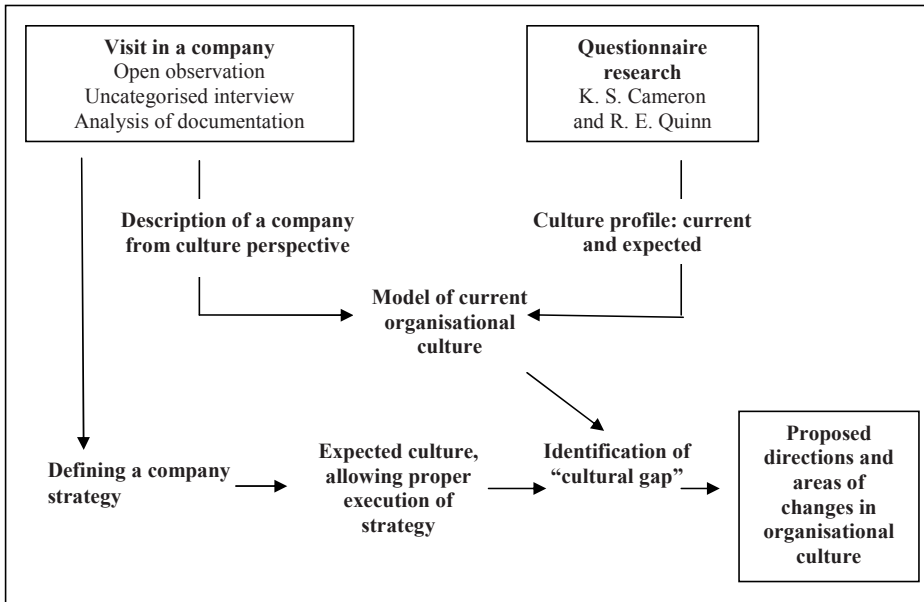


Figure 1. Research procedure

Source: author’s own study.

The diagnostic approach with elements of forecasting has been used in building the presented model (this applies to the concept of desired culture). In diagnosis of

organisational culture with its use, attention shall be paid to the following assumptions:

1. The possible comprehensive recognising of culture symptoms is the basic condition for the diagnosis.
2. The strategy of organisation is regarded as a determinant of organisational culture, therefore diagnosis may not be conducted if the strategy is not clearly defined in the selected organisation.

The study was conducted during the period from March 2009 to January 2010. The research process consisting in diagnosing organisational culture of the selected entities was initially executed along two lines:

1. Getting acquainted with situation in the entities studied. The following research techniques were used in the study: the visual inspection of the company, open observation, uncategorised interview and analysis of documentation. The identification of symptoms and of elements of organisational culture in the studied entities is the result of this procedure.

2. Questionnaire studies. The OCAI questionnaire (The Body Culture Assessment Instrument) was the tool used in the empirical study, based on the model of competing values, created by Kim S. Cameron and Robert E. Quinn (3). The conducted questionnaire study resulted in defining the profile of leading cultural values in the studied units.

On the basis of obtained results of descriptive and questionnaire studies, the model of organisational culture in each of the companies was produced.

The next stage of the study consisted in defining the culture required in the studied entities due to the strategy executed by them. First, the strategy of the companies (on the basis of analysis of documentation and talks with the management), and then the type of the desired culture (enabling proper execution of the strategy) were defined.

Just like with the organisational culture, the strategy of companies is dependent on the surroundings, and the degree of its variability and complexity. The surroundings may be characterised with the scale from the situation of certainty and stability to the situation of uncertainty and complexity. The above specific nature of the surroundings forms the basis for defining two extreme types of both strategy and organisational culture. Strategy is located in the area between perfect strategy and creative strategy (Table 1), whereas organisational culture may be focused on stabilisation and organisation or on innovativeness and flexibility, and on the surroundings (and the type of organisational culture results from the model of competing values).

Table 1

Features of perfect strategy and creative strategy

Perfect strategy	Creative strategy
<ul style="list-style-type: none"> - focused on continuous improving of currently executed tasks, objectives, without analysing principles of such proceedings with a view on the needs in the organisation and in the surroundings - results in duplication of actions, procedures and results - proves well under satisfactorily stabilised conditions, under conditions of changing surroundings leads to "trained incapacity" 	<ul style="list-style-type: none"> - proves well in turbulent surroundings - aims at finding new methods of satisfying the current needs - enables creativity and active reacting to new needs - allows designing of new methods of manufacturing of the goods that are already in production - aims at finding new markets or deeper penetration of the current markets

Source: author's own study on the basis of (4, p. 53).

The above typology of strategies has been used as the basis to formulate the five basic dimensions used for its identification (Table 2).

Table 2

Classification of strategies

Dimensions of strategy	Level of value of individual dimensions					Assessment of parameters of strategy
	1	2	3	4	5	
	definitely perfect	perfect	neutral	creative	definitely creative	
1. Expectations of clients	Full standardisation and repeatability of product or service			Continuous changes in product or service		
2. Adopted strategy of competition	Leader in cost			Leader in brand		
3. Subject matter of sale	Work of muscles, used means and objects of work			Work of mind, idea and concept as the result		
4. Reaction to a difficult situation	Attempted sale to client of what the company currently has			Attempted winning for client of what he/ she expects		
5. Attitude to client	Client is an intruder causing problems			Client is the actual employer of company employees		
Average						

Source: (4, p. 54).

The level of creativity in strategy determined in this way constitutes the source of indications of changes in the area of organisational culture. It has to be assumed that

the higher the level of creativity in strategy, the higher flexibility and attitude to the surroundings should feature organisational culture.

The final stage of the study consisted in indication of directions and areas of changes in the current organisational culture of the companies, after a prior comparison of current culture as well as of desired culture.

The questionnaire study covered all the employees in the studied companies.

2. Identification of organisational culture—study results

2.1. Organisational culture in Bud-Sys sp. z o.o. Zakład Pracy Chronionej

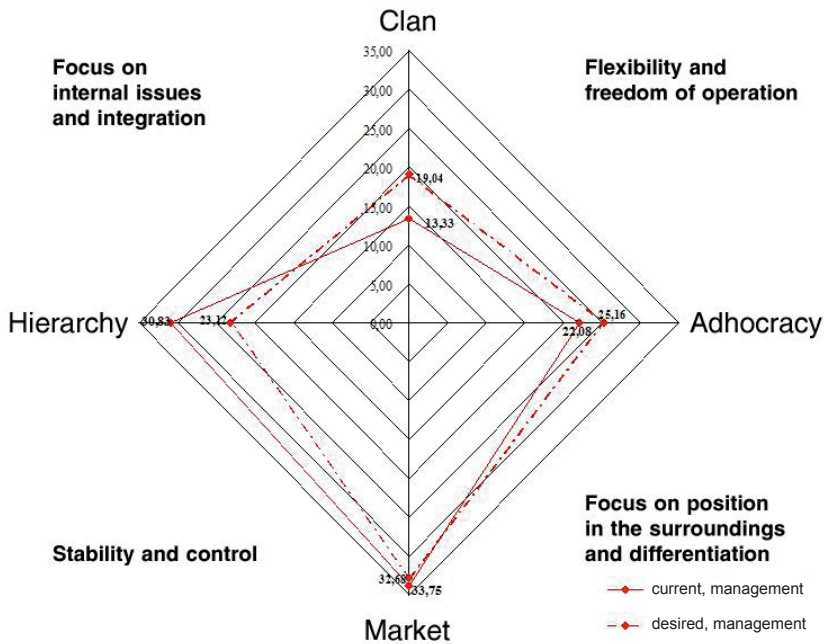


Figure 2. Organisational culture in Bud-Sys sp. z o.o.—present condition and desired condition according to the Board of Directors

Source: author’s own study.

The analysis of Figures 2 and 3 suggests following conclusions: according to the employees, the hierarchical culture (37.58) and the market culture (29.32) are definitely dominant in the culture profile of the company in the present condition. This view is in line with the opinion of the Board of Directors that states that hierarchical

culture and the market culture have similar impact strength (30.83 and 33.75, respectively). The profile of desired situation, in the opinion of the Board of Directors and all the employees, show a similar change trend, namely the shift towards quarters of the culture of clan and adhocracy. It is interesting that the specification of intensity of the culture of adhocracy is similar (24.42 and 25.16), but the culture of clan shows significant differences (the employees 25.14 and the Board of Directors 19.04). It has to be stated here that according to the Board of Directors, the emphasis on the market culture should remain unchanged, but according to the employees, this type of cultural impact should be slightly weaker in the future, in favour of the culture of clan. Thus one could say that the culture change in the company should focus on increasing its flexibility and internal integration, with the current attitude to competition in the market maintained.

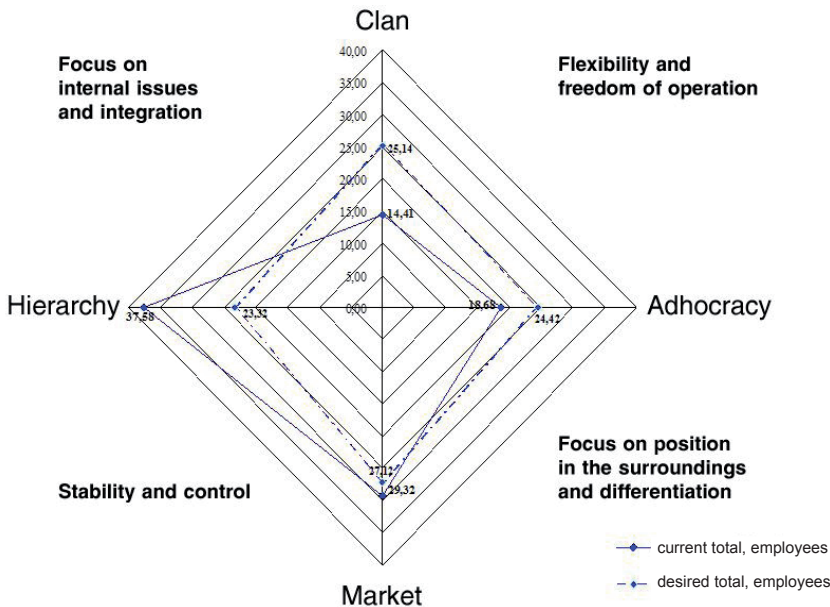


Figure 3. Organisational culture in Bud-Sys sp. z o.o.—present condition and desired condition according to all the employees

Source: author’s own study.

The strategy of the company, which constitutes the basis for assessment of adequacy of the organisational culture, is creative strategy (4.34). It means that its execution requires high flexibility in both the structure and the processes which are executed in the company (Table 3). However, it mostly requires flexibility, innovativeness and openness to changes from the employees and the management of the company.

Table 3

Classification of strategy in Bud-Sys sp. z o.o.

Dimensions of strategy	Level of value of individual dimensions					Assessment of parameters of strategy (average from opinions of the respondents)
	1	2	3	4	5	
	definitely perfect	perfect	neutral	creative	definitely creative	
1. Expectations of clients	Full standardisation and repeatability of product or service			Continuous changes in product or service		4.4
2. Adopted strategy of competition	Leader in cost			Leader in brand		4.4
3. Subject matter of sale	Work of muscles, used means and objects of work			Work of mind, idea and concept as the result		3.9
4. Reaction to a difficult situation	Attempted sale to client of what the company currently has			Attempted winning for client of what he/ she expects		4.1
5. Attitude to client	Client is an intruder causing problems			Client is the actual employer of company employees		4.9
Average						4.34

Source: author's own study.

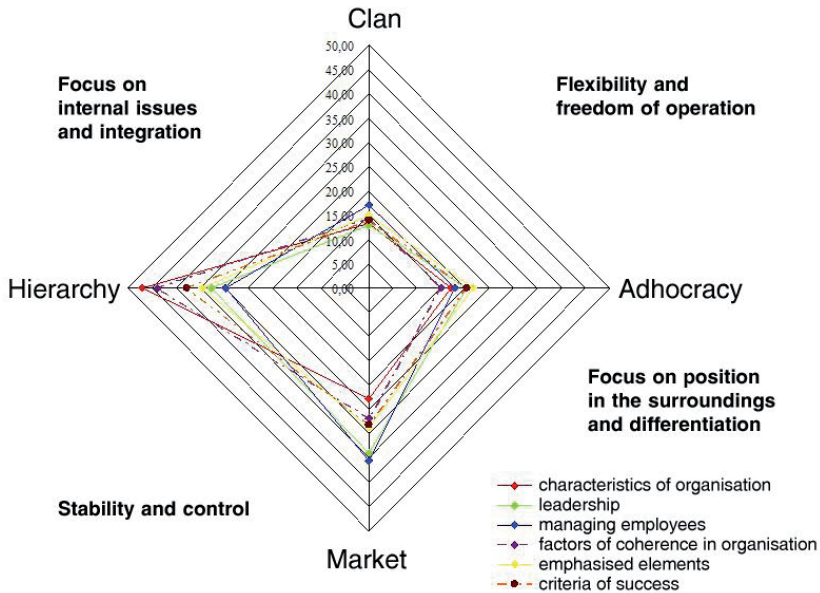


Figure 4. Profiles of organisational culture for individual questions—Bud-Sys sp. z o.o.

Source: author's own study.

To ensure effective execution of the strategy in future, the company needs significant changes in organisational culture. This process seems feasible, as the culture of the company is not too coherent (see Figure 3). The strongest differences are related to the issue of its image with respondents. What needs changes most is the perception of the organisation and factors which ensure its coherence and issues emphasised by it most. Defining criteria of success in the context of flexibility, openness to new phenomena and autonomy in operation should also be reconsidered.

The descriptive model of organisational culture

Current elements

ARCHITECTURE: internal and external. The head office of the company is located in a renovated 2-storey office building which is its property. Apart from office rooms, it holds a laboratory, a shop and a spare parts warehouse. The building is surrounded with a parking lot and a yard with garages, warehouses and production buildings. A basketball and volleyball playing areas are located nearby where the employees enjoy the annual President's Cup tournament. Individual rooms inside are built in the closed-space system with little open space, except for the secretary office located in the annex to the corridor. Apart from office rooms, a kitchen with the dining area was designed for the employees and the conference hall. The Server Room is an area accessible for the chosen few who have a special magnetic card (3 are in use) to enter it.

WORK STATIONS. Apart from the President of the Board of Directors, no one has individual office room. In most of the rooms, work stations are built as open-space units which allow free communication. Work stations in the Design Department are an exception. Designers work independently, and it is reflected in the organisation of their work places: each designer has a separate seat, in his/ her own separate box area, at his/ her own desk. All the work stations (not only those of designers and programmers) are fitted with modern computer hardware.

APPEARANCE OF EMPLOYEES. As regards the clothes, the employees are obliged to follow the office dress code: jackets and ties for men, and jackets or suits for women. The employees of the Warehouse, the Laboratory and the Production Department wear protective clothing.

ORGANISATIONAL CLIMATE. The company has a rule: "if something needs to be done, we work along until it is done." This rule applies to everybody, both the management and the employees. It is a common experience, then, that those who work on highly important tasks remain in their work places late into the night. The mood of competition can be felt among the employees, which is manifested with the so-called "wailing wall" of the IT employees. All the certificates won by individual employees of the department are placed on this wall. Who has the largest number of them is regarded best. Bud-Sys has several daughter companies in which directors perform functions of presidents, which is summarised in the statement: "Everyone here is president."

The company is a Supported Employment Enterprise, even though the disabled constitute only ca 10% of the total number of employees. Care about the employees and protection of their health manifests mostly with fitting the work places with modern, employee-friendly computer hardware (LCD screens, ergonomic keyboards and mouse sets and chairs), as well as with full meals reserved for all the employees in a nearby inn. The lunch break may be used from noon to 2 p.m. (30 minutes).

STRENGTHS AND WEAKNESSES. The company regards the following as its strengths: (+) a broad service offer, (+) the optimum time for execution of orders, (+) protection of the natural environment, (+) the guarantee and post-guarantee service, (+) experience and qualifications of the employees, (+) quality of services, (+) using the latest technologies. Weaknesses are: (–) weak flow of information between the departments, (–) lack of deeper integration of the employees, (–) weak image, (–) insufficient system of trainings.

Far-reaching (strategic) elements

VISION. We will be (we are) a modern company in which no one will design “on the board,” but on the computer, operating in the domestic and international markets, with the main office in Tarnów.

EXTERNAL IMAGE. The company is perceived as a modern, innovative technological company and tries to create this image in the external relations. It constitutes an attractive place of work for young people. The clients are surprised with the fact that “such a company” (meaning a modern one, using the latest technologies) comes from Tarnów, and more often locate it in Krakow (where a daughter company is located). Therefore, the Board of Directors decided to transfer the main office of the company to Krakow.

STRATEGIC VIGILANCE. The values and attitudes related to the culture of hierarchy are dominant in the organisational culture of the company: expanded inspection, authoritarian style, centralised decisions, emphasis on observing certain principles and procedures. Strategic vigilance is related to flexibility in activities, openness to changes and high qualifications.

Far-reaching elements—operational

INTERNAL IMAGE. The company is dominated by men, the descriptions of majority of qualification requirements for the key work places include as the preferred factor: male. Despite all efforts, the company may be called a “traditional organisation” which in its adjustment to the requirements of the information society has emphasised mostly development of the IT infrastructure without combining this process with simultaneous developing of its knowledge resources. Gaining knowledge is done in it by learning of individual employees in various types of training activities. Such knowledge has the nature of individual knowledge which is at present insuf-

ficient for the organisation to grow effectively. The company lacks modern management of human resources related to knowledge management. Efficient execution of the HR process is not enough for it to be a modern organisation.

COMMUNICATION. The company has appropriate technical means in the form of mobile and landline phones, a computer network with modern software used for internal and external communication. The selected information from the meetings, the minutes from the ZSZJiŚ¹ inspection by the highest management and the data related to employee issues are displayed in a common notice board and sent by e-mail.

QUALITY. Quality is perceived in the company as one of the key factors of success, which is confirmed with its obtaining the ISO 9001 and 14001 Certificates of Quality. The management of the company has defined and declared the Integrated Policy for Quality and Environment Management whose text is exhibited in general-access places for the purpose of making the personnel and clients visually acquainted with the objectives and obligations of the company. Based on its assumptions, the Integrated System of Quality and Environment Management was implemented which settles the course of all the processes in the company.

Assumptions—superior values

THE PHILOSOPHY OF THE COMPANY is in entirety based on the pro-quality approach. It is expressed mostly in excess formalisation of the activities by detailed descriptions of the operational procedures.

2.2. Organisational culture in REGION sp. z o.o.

The charts (Figures 5 and 6) with opinions of the management and all the employees of the Head Office in total show that the present cultural profile of the company is balanced. None of the four types of culture is clearly dominant (the differences between the values showing intensity of individual types of culture are in the scale of two units). The highest intensity is assigned to the culture of clan (management—24.53, employees—26.86) and the culture of hierarchy (26.17 and 24.51, respectively).

The profiles presenting desired culture are more varied. First of all, the shift towards the culture of adhocracy and clan is apparent. This trend is visible in the profile of the management and in the opinion of the employees. It is clear from the comparison of both profiles of the desired condition that in the opinion of the employees the most significant change should apply to making the company more flexible by weakening the focus on internal issues and stability and control, in favour of strengthening its focus on surroundings and flexibility and freedom of activity. It is interesting

¹ ZSZJiŚ—Integrated System of Quality and Environment Management (PL: Zintegrowany System Zarządzania Jakością i Środowiskiem).

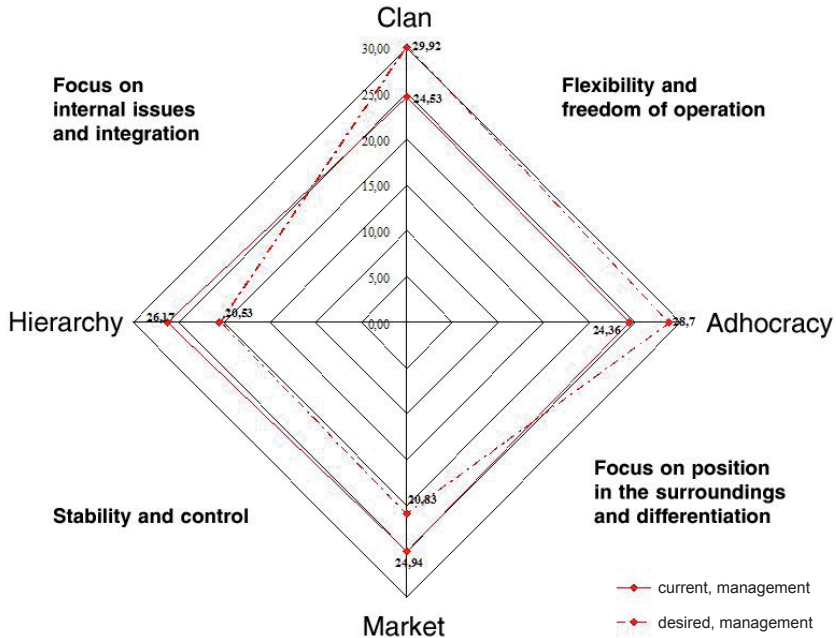


Figure 5. Organisational culture in Region sp. z o.o.—present condition and desired condition according to the Board of Directors

Source: author's own study.

that both the profiles of the desired situation and in particular the profiles of the current situation of the management and of the employees are similar. This proves first of all the openness and conscious course of the information policy in the company, within which significant issues are clearly and openly articulated.

It may be roughly stated that the change of organisational culture in the analysed company should mostly consist in strengthening the culture of adhocracy. Such a drawn direction of changes is compliant with the requirements of the strategy of operation agreed by the management of the company. This strategy may be called neutral and potentially creative. On the basis of the assessment of the management as regards particular dimensions of the strategy, the average assessment was 3.06 (Table 4).

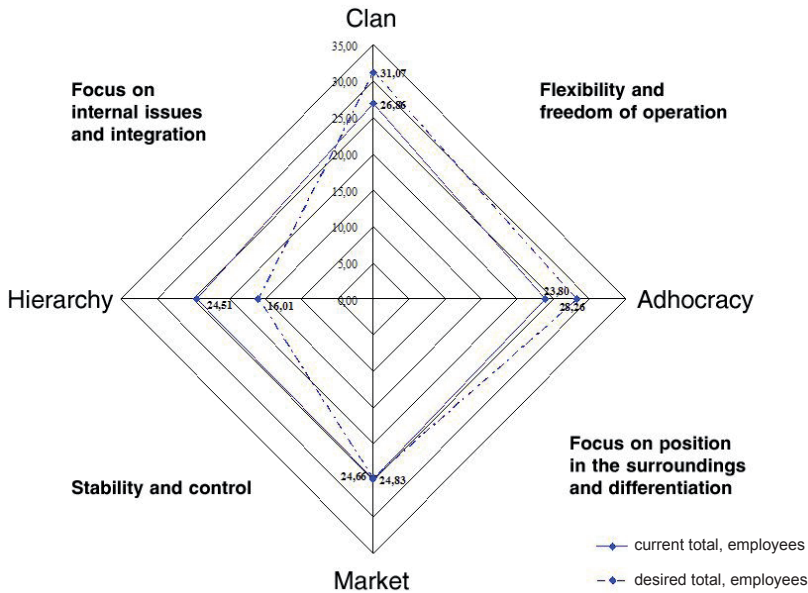


Figure 6. Organizational culture in Region sp. z o.o.—present condition and desired condition according to the employees

Source: author’s own study.

Table 4

Classification of strategy in Region sp. z o.o.

Dimensions of strategy	Level of value of individual dimensions					Assessment of parameters of strategy (average from opinions of the respondents)
	1	2	3	4	5	
	definitely perfect	perfect	neutral	creative	definitely creative	
1. Expectations of clients	Full standardisation and repeatability of product or service			Continuous changes in product or service		2.0
2. Adopted strategy of competition	Leader in cost			Leader in brand		2.5
3. Subject matter of sale	Work of muscles, used means and objects of work			Work of mind, idea and concept as the result		3.8
4. Reaction to a difficult situation	Attempted sale to client of what the company currently has			Attempted winning for client of what he/ she expects		2.0
5. Attitude to client	Client is an intruder causing problems			Client is the actual employer of company employees		5.0
Average						3.06

Source: author’s own study.

The strategy of this type features continuous improving of the currently executed tasks and objectives, but by taking into consideration the need in the organisation and outside of it.

To be able to specify the directions and scope of changes in the culture of the company more precisely, the coherence of its organisational culture should be assessed. The chart presenting cultural profiles in the aspect of individual questions of the questionnaire will be helpful in this respect (Figure 7). On the basis of the analysis of this chart, the culture of the company may be said to be coherent to a high degree. In planning the strategy of changes in the culture, changing the internal image of the organisation should be analysed, which may be related to possible redefining of the factors which ensure its cohesion (the highest intensity in the chart of the culture of hierarchy) and leadership and, possibly, a more liberal style of management should be applied. However, one has to remember that the analysed company is a state-owned unit operating in the sector strategic for the interests of the state and that it is under a strong influence of the operations of the entire political system. Therefore, the proposed directions of changes may be applicable.

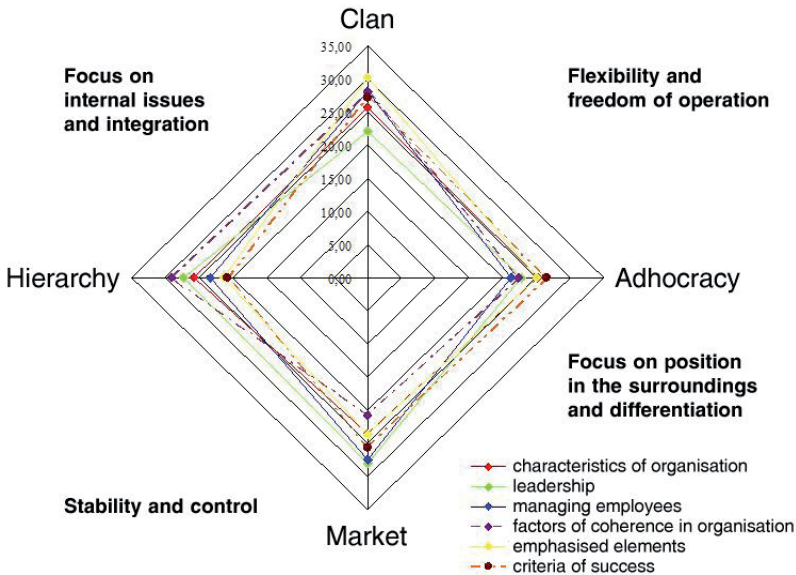


Figure 7. Profiles of organisational culture for individual questions—Region sp. z o.o.

Source: author's own study.

The descriptive model of the organisational culture

Current elements

LOGO. The logo of the company is displayed in all the organisational documents, but in external relations the logo of the product offered by the company is more emphasised.

ARCHITECTURE: external and internal. The head office of the company is located in a renovated building which has gained modern looks from glazing of its mass. It gives the impression of clarity and openness to external world. Traditional style has been maintained inside the building: the walls and doors are not glazed, thus the impression of “openness” is not confirmed inside. Autonomous office rooms are reserved only for the highest management, while office managers share their space with the employees. The Client Service unit is located in the ground floor and is very well marked.

WORK STATIONS: organisation and equipment. All the work stations are fitted with computers, some employees additionally have company laptops. The stations are ergonomically organised, with the ergonomic desks and chairs for the employees, just like computer hardware (profiled keyboards and mouse units, large LCD screens). There are 3–4 work places in most of the rooms. The employees are not separated and can see each other and freely communicate. Each room is provided with the “kitchen corner” with a tea kettle.

ORGANISATIONAL CLIMATE. The company features peaceful atmosphere, people are kind to each other, although slightly reserved. Independent work is dominant, although team work is prized within the motivational system, and employees perform in teams the so-called bonus tasks, e.g. preparation and development of the annual report on the activities of the company.

STRENGTHS AND WEAKNESSES. The company lists its strengths: (+) a well developed high-capacity distribution network, (+) high accessibility to the field units which provide client support operations, (+) an experienced employee base, (+) good knowledge of the market—the needs of the clients and of the competition.

The company regards the following as its weaknesses: (–) the lack of integrated IT management systems or ISO 9000 and ISO 14000, (–) the habits taken over from the centralised system of management, adaptation barriers, (–) the lack of experience in offering and providing comprehensive customer support, (–) strong trade unions and their large number.

Far-reaching (strategic) elements

VISION. The company is planning to become a modern enterprise, efficiently meeting the needs of the clients, friendly for the surroundings and its employees.

EXTERNAL IMAGE. The company is perceived in the surroundings as one of the best employers in the area of Tarnów, providing not only good wages but also peaceful work (“a state-owned employer is a good, stable employer”). At the same time, the price of the product and services offered by the company causes reservations.

CONNECTIONS WITH THE ENVIRONMENT. The company, as a state-owned entity, is strongly related to the political system. Its operations are subject to close regulation on part of the state. In its closest surroundings, the company is a very ac-

tive participant in the public life, very often sponsoring various types of cultural, entertainment (concerts, performances) and scientific (conferences, symposia) events. It also supports with donations many cultural and social organisations, including hospitals, schools, and child care units.

Far-reaching elements—operational

INTERNAL IMAGE. The company is perceived by its employees as a good work of place. It is related to the HR policy. The competencies of employees form a very significant factor in the functioning of the company. The company has its own training centre and a professional library, continuously supplemented with new volumes related to the scope of its operations and in economy and law. Willingness to enhance qualifications by the employees is very welcome. If anyone intends to study, he/ she may receive up to 80% of supplementary financing on the condition that the average mark will be at 4.5 or more. The company itself sends the employees to postgraduate studies. A contract has been concluded in this respect with one of the Krakow facilities which organises such studies in line with the needs of the company.

INTERNAL COMMUNICATION. The communication system inside the company is very varied, from using notice boards inside the building and in its surroundings for this purpose to sending an e-mail to a private newspaper. The information provided in this way refers mostly to operations of the Board of Directors, situation in the company, external decisions of the centres of authority and daily issues in the employees' lives: trainings, cultural and entertainment events, retirements of the employees closely related to the company, achievements of the employees. Access to some information is regarded as a sort of privilege.

MANAGEMENT—EMPLOYEES RELATIONS. The management style preferred in the company is mostly based on the distance and emphasises differences between people. The persons at higher managerial posts are difficult to reach and aloof.

Assumptions—superior values

PHILOSOPHY OF THE COMPANY. As regards the superior values which the company observes in its operations, only guesses may be made. It is probable that its philosophy of operations consists in the belief of the best possible serving to the interests of the state and of the society. The impression may arise from the analysis of the activities of the company that its management would like to forestall any possible changes which may occur in its surroundings that may be at present called variable,² with the foreseeable changes. It may be proved by such activities as ordering expert opinions in the scope of strategic analysis and development of the strategy of company development from the employees of one of the Krakow university-level facilities; the implementation of the Strategic Results Card and preparation for the implementation of the modern system of employee assessment and the remuneration

² With the scale: fixed, variable, turbulent.

system. This allows the company to be called as one managed in a modern way and meeting the conditions of the information society organisation.

3. Final remarks

The above research results may be classified into two parts:

1. The results of the questionnaire study aimed at determining dominant types of culture and defining possible directions of changes in organisational culture.
2. The results of quality studies aimed at defining cultural context of activities undertaken by the studied entities; the result of these studies is systematisation of observations made in the form of descriptive model of organisational culture.

This approach has allowed quite a complete image of organisational culture of the studied entities, as both types of the studies supplement each other.

The cultural models of the studied companies prepared on the basis of the conducted studies and presented in the paper show complexity and the specific nature of values and cultural standards practised in each one of the analysed entities. They also allow capturing certain common elements, similar in both analysed studies:

- basing the communication process on modern technologies (mobile telephones, the Internet, the Intranet);
- in both, making operations more flexible with simultaneous maintaining of the position in the market is expected (by both the employees and the board of directors);
- care about the external and internal image;
- awareness of significance of knowledge in daily practice;
- increasing use of modern technologies in the basic activity;
- creative strategy.

These features allow the statement that the studied companies have big chances for transformation into innovative organisations capable of conducting innovative and creative activities, and not only of imitation.

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Badanie proinnowacyjnej kultury organizacyjnej przedsiębiorstwa

Streszczenie: Kluczową kwestią decydującą o przetrwaniu i sukcesie na globalnym rynku w warunkach gospodarki opartej na wiedzy jest zdolność przedsiębiorstwa do systemowego tworzenia i wdrażania innowacji.

W praktyce gospodarczej innowacje są istotnym czynnikiem wspierającym realizację strategii rozwojowej przedsiębiorstw, ale również całej gospodarki, poprzez umożliwienie odnawiania struktur przemysłowych, czy też przyczynianie się do powstawania nowych sektorów działalności gospodarczej. Wobec nasilania się tych zjawisk przekształcenia w zakresie wzorców kulturowych zgodnie z nowymi wymaganiami gospodarki globalnej stają się obecnie jednym z podstawowych problemów, przed jakimi stoją wszystkie niemal przedsiębiorstwa na całym świecie.

Kultura przedsiębiorstwa jest rozumiana jako utrwalone w nim wzory myślenia i postępowania pracowników, kształtowane przez postawy i zachowanie kierownictwa. Przenika ona zarówno proces formułowania strategii, jak i proces jej realizacji. Przedsiębiorstwo, które rozumie swą kulturę, może wykorzystać tę wiedzę jako źródło strategicznej siły.

Celem artykułu jest przedstawienie wyników diagnozy kultury organizacyjnej pod kątem jej proinnowacyjności. W pierwszym etapie, na podstawie uzyskanych wyników badań opisowych oraz ankietowych, stworzono model kultury organizacyjnej w każdej ze spółek. Kolejna faza polegała na zdefiniowaniu kultury pożądanej w badanych podmiotach, ze względu na realizowaną przez nie strategię. Najpierw określono strategię badanych przedsiębiorstw, a następnie typ kultury pożądanej – umożliwiający właściwą realizację strategii. Końcowy etap miał za zadanie wskazanie kierunków i obszarów zmian w obecnej kulturze organizacyjnej.

Opracowane na podstawie przeprowadzonych badań i przedstawione w artykule modele kulturowe analizowanych spółek ukazują złożoność i specyfikę praktykowanych wartości i norm kulturowych, mogących wspierać bądź też ograniczać zdolność do prowadzenia działalności innowacyjnej.

Słowa kluczowe: kultura przedsiębiorstwa, diagnoza, innowacyjność, efektywność
