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ORGANISATIONAL CULTURE MEASUREMENT: AN EMPIRICAL STUDY OF LOCAL AND REGIONAL SIMILARITIES AND DIFFERENCES IN CASE OF POST OF SLOVENIA Ltd.

Dejan Jelovac¹, Ranko Orlić², Jana Suklan³, Cvetko Sršen⁴

Abstract
Local and regional similarities and differences in the organisational culture of the national postal operator were discussed. Its business units are present in all Slovenian regions. The main objective of the research is to discover the prevailing type of the organisational culture in the company. For this purpose, we used Cameron and Quinn's questionnaire. We suppose that among certain business units in different Slovenian regions there are both affinities and substantial differences in the perception of the organisational culture. The results showed that we can classify business units of the organisation according to the organisational culture in two heterogeneous groups.

Keywords: subculture, organisational culture, local and regional characteristics, Post of Slovenia.

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¹ Prof. Dr. Dejan Jelovac is Full Professor of organisational sciences and business ethics at School of Advanced Social Studies, Nova Gorica; Faculty of Media, Ljubljana and Faculty of Information Studies in Novo mesto, Slovenia: dejan.jelovac@gmail.com
² Ranko Orlić, Ph.D., Full Professor, University of Belgrade, Faculty of Organizational Sciences, Jove Ilića 154, 11000 Beograd, Serbia, email: rorlic@eunet.rs
³ Jana Suklan, School of Advanced Social Studies, Gregorčičeva 19, 5000 Nova Gorica, Slovenia, email: jana.suklan@gmail.com
⁴ Cvetko Sršen, M.A. in social sciences, CEO of PE Novo mesto, Post Office Slovenia, Novi trg 7, 8000 Novo mesto, email: Cvetko.Srsen@posta.si
Introduction
A deeper understanding of relations between economy and culture is relatively more recent, since dates from 1950s, when first authors begun to write about this subject, as a part of new science about organisation and management. First researches on this subject have a longer tradition, since origins of examination about human relations on a level of organisations date from 1940, when the experts for human relations based their views and inspiration on the earlier anthropology and sociology works about subjects of culture and related to the society and groups (Baker, 2002). The early understanding of the organisational culture still referred to the culture within a factory as “its customary and traditional way of thinking and of doing things, which is shared to a greater or lesser degree by all its members, and which members now must learn, and at least partially accept, and order to be accepted into service and the firm” (Jaques 1952, p. 251). Eldridge and Crombie continued with their research in this direction and established that the organisational culture “refers to the unique configuration of norms, values, beliefs, ways of behaving and so on that characterize the manner in which groups and individuals combine to get things done” (Eldridge and Crombie 1974, p. 89). This is reflected on the most obvious way “in the folkways, mores, and the ideology to which members defer, as well as and the strategic choices made by the organization as a whole” (Eldridge and Crombie 1974, p. 89). Exactly the culture is often the factor that enables to distinguish very successful companies from others on the market, i.e. that the powerful and before all appropriate culture is a competitive advantage, since such organisational culture can be an important lever for successful business, if the effect of the culture is guided to the desired direction (Cameron and Freeman 1991).

Theoretical background
In academic sphere more intensive studies of organisational culture started in 1980s. There are many important deliberations from that period regarding the essence of this phenomenon. We will focus only to the most important ones that at the same time influenced on our study. E.g., Louis considers that the organisational culture is a set of understandings or meanings shared by a group of people; those meanings are largely tacit among members, are clearly relevant to the particular group, and are distinctive to the group; meanings are passed on to new group members (Louis 1980; Vojinovic et al. 2013; Makarovič and Rek, 2014). Pacanowsky and O’Donnel-Trujillo say that the organisational culture is a particular “puzzle”, exactly because “a culture
is not something an organisation has; a culture is something an organisation is" (Pacanowsky and O'Donnel-Trujillo 1982, p. 126). Such phenomenon may be defined as “a general constellation of beliefs, mores, customs, value systems, behavioural norms, and ways of doing business that are unique to each corporation, that set a pattern for corporate activities and actions, and that describe the implicit and emergent patterns of behaviour and emotions and characterising life in the organisation” (Tunstall 1983, p. 15). The same direction followed E. Schein, when he established that the organisational culture played an important role in two processes—adaptation and integration—and without them no organisation could survive in the competitive market environment. It is a “pattern of basic assumptions – invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration – that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems” (Schein 1985, p. 9). Some authors from that period observed the organisational culture from a more narrow perspective, mostly as a managerial culture or just a metaphor. In our opinion, it represents a particular reduction of organisational culture to a single subculture, such as managerial. An obvious case of such reduction can be found at Lorsch, who considers the culture consists of “the shared beliefs top managers in a company have about how they should manage themselves and other employees, and how they should conduct their business(es)” (Lorsch 1986, p. 95). Denison's explanation follows the same direction and says that the “culture refers to the underlying values, beliefs, and principles that serve as a foundation for an organisation's management system as well as the set of management practices and behaviours that both exemplify and reinforce those basic principles” (Denison 1990, p. 2). For Morgan, the organisational culture is a completely different concept, as he understands it as a “metaphor” that “points towards another means of creating organised activity: by influencing the language, norms, folklore, ceremonies, and other social practices that communicate the key ideologies, values, and beliefs guiding action” (Morgan 1986, p. 135).

At the end of 1980s and in 1990s, academicians started to think about the organisational culture like corporate culture. An example of such way of thinking can be noticed at 1) Scholz, who says that corporate culture is “the implicit, invisible, intrinsic and informal consciousness of the organisation which guides the behaviour of individuals and which shapes itself out of their behaviour” (Scholz 1987, p. 80) as well as at 2)
Kotter and Heskett who establish that culture represents “an interdependent set of values and ways of behaving that are common in a community and that tend to perpetuate themselves, sometimes over long periods of time (Kotter and Heskett 1992, p. 141), and finally at 3) Drennan who thinks that the corporate culture simply means “how things are done around here” (Drennan 1992, p. 3). At the end of that period, Brown summarised the academic reflection about the essence of the organisational culture in a way that it is “the pattern of beliefs, values and learned ways of coping with experience that have developed during the course of an organisation's history, and which tend to be manifested in its material arrangements and in the behaviours of its members” (Brown 1998, p. 9).

In the discourse of academic debates about the organisational culture, we are witnesses of different typologies of this phenomenon. We would like to mention only some of them (Deal and Kennedy 1982, 1992; Handy1985; Cameron & Quinn 1999, 2006, 2011). We will refer to the latter in the empirical part of our present study. When we talk about the organisational culture today, we speak about the “process that helps people understand particular occurrences, objectives or situations within given organisational context” (Jelovac and Rek 2010, p. 27). Therefore, the organisational culture is what guides the behaviour of people in uncertain situations. In that regard, we can define the organisational culture like something that for an organisation has a similar meaning like the personality has for an individual (Meško Štok et al. 2011, pp. 303-318). In other words, it means that the organisational culture is the synonym for company's personality. In uncertain and constantly changing business environments, the organisational culture is a kind of “binder” that holds the organisation together, as a scope of key values, convictions and norms of all members of organisation and, finally, as a support for two extremely important functions: it includes the members of organisation in a manner that they are aware how related they are, and at the same time helps the organisation to adapt to the external environment” (Daft in: Suderman 2012, p. 53). Therefore, the essence of organisational culture consists of fundamental assumptions of organisation members, while their type of behaviour, values, and other cultural artefact are only the external reflection of these fundamental assumptions (Jelovac and Rek, 2010).

Recent studies have established that in each organisation can appear so-called subcultures, which are the result of special links, common past and particular interests of individuals and groups within an organisation,
and they are connecting for example relatives, older people, youth, fieldworkers, managers, engineers etc. Notwithstanding their working situation, they can feel that they are emotionally tied through some their specific common experience, history, or heritage (Sims et al. 1993). Jelovac considers that “there is no single culture, neither a business culture as typical subculture without many rituals as phenomenal symbols, and these are the ones that enable to a large number of individuals and social groups to identify themselves with a (sub)culture on the easiest way” (Jelovac 2000, p. 14). Deal and Kennedy consider that 1) subcultures develop among certain groups of people who meet every day or they work in close proximity (this is why even the organisation chart of a company indicates that certain subcultures) 2) they strongly oppose to changes; therefore, these people consider any decision of the management as a threat to their livelihood. The attempts to eliminate such subcultures would not have real impacts, since new subcultures keep on emerging (Deal and Kennedy 1992).

Some authors attempted to reduce the complexity of organisational culture phenomenon by introducing different levels of culture defined with the maximum grade the elements of culture are visible within to the observer (Schein 1997, 2004; Middleton 2002). According to Schein, there are only three of them: (i) artefacts, (ii) beliefs, values and attitudes and (iii) basic assumptions (Schein 1997, p. 17). Cameron and Quinn classify different elements of the organisational culture in four levels in the range from unobservable to observable: (i) implicit assumptions, (ii) conscious contracts and norms, (iii) artifacts, (iv) explicit behaviour (Cameron and Quinn 2011, p. 19). Due to operation in a turbulent social and economic environment on the global market, today's organisations cannot afford themselves the ignorance regarding (self-)awareness of (their own) organisational culture on all levels. That task caused them a need to diagnose and manage the organisational culture. Consequently were developed different instruments and techniques to identify and deal with difficulties in everyday business practice. Increased importance of culture is partially the consequence of a larger turbulence, complexity, and unpredictability of external circumstances in which the organisations operate. Organisational culture creates a kind of stability and adaptability, as it is a type of “glue” that keeps the organisation together. Besides the organisational culture, which is the crucial component of success (although somehow less visible and less obvious), for the effectiveness of a company in market circumstances are important the market factors as well (Cameron and Quinn, 2011). Dealing with market factors is in close relation to the
organisational culture in which the culture makes stronger the continuity and harmony in the organisation, as well as the adaptability with the clear principles when developing a strategy to cope with new circumstances (Rončević and Modic 2011, p. 314-317). Therefore, the diagnose, i.e. the assessment of the organisational culture nowadays is becoming increasingly important for the management, mostly because of needs to change and conserve the business stability in more and more turbulent environments. It is important that the organisation dispose of an efficient tool for managing organisational changes and for setting fundamental organisational and cultural values. In the practice usually happens that “the members of organisation adopt in advance the standardised schema of a culture pattern formed as a result of collective experience in the past and in which the members of organisation took part” (Jelovac and Rek 2010, p. 36).

Organisational culture measurement: empirical case study of the Post of Slovenia:
The objective of present quantitative empirical study is to explain what type of the organisational culture or the subculture is predominant in Post of Slovenia Ltd., which was founded after the company PTT Slovenije demerged (into Post of Slovenia and Telekom) on January 1st, 1995. Since July 2002, Post of Slovenia operates as a company 100% owned by the Republic of Slovenia. The founder administers the company in accordance with Slovenian Companies Act (Zakon o gospodarskih družbah). The founder and the sole shareholder is the Republic of Slovenia, which exercises founder's rights through Slovenian Restitution Fund (Slovenska odškodninska družba). Bodies of the company are the supervisory board and the management. Company generates most of revenues on the market and has clear operating policies, with recognisable values and corporate culture. The awareness of the responsibility to the employees, individuals, business partners and other companies, as well as of wider social environment is on a high level. The scope and quality of services offered is increasing and it is being adapted to the needs of customer. In order to achieve better responsiveness, certain services are provided in collaboration with foreign partners and, in general, they are one of biggest providers of logistics services for all users. The employees have a key role and the awareness regarding that role is quite present. As of December 31st, 2013 there were 6095 employees in Post of Slovenia, and they can be classified by sectors to delivery (2508), manipulation (counter workers, 2664), other auxiliary activities (335) and expert services (588). Considering the gender of employees, men (63%) who mostly work on
delivery and rearranging of consignments are in majority, while female co-workers mostly take care about customers on postal counters. On average, an employee in Post of Slovenia is 41 years old and has 20 years of employment. The average period of employment and age in recent years has gradually increased (Internal documentation PS 2014). The company consists of nine business units distributed in centres of statistical regions of Slovenia: Celje, Koper, Kranj, Ljubljana, Postal logistics centre Ljubljana, Maribor, Murska Sobota, Nova Gorica, Novo mesto, as well as expert services of the company. BUs of Post of Slovenia are not divided per municipalities, but per statistical regions (for example the BU Novo mesto consists of 18 municipalities). Postal network of Post of Slovenia branched through the entire country consists of 556 post offices or contact points present in all communities throughout Slovenia.

Hypotheses

We anticipated that different business units (hereinafter BU) of Post of Slovenia can be classified with regard to the current or preferred situation of organisational culture in the company. Within this research, we studied whether there were differences in the current organisational culture between different regions or business units of Post of Slovenia. We set four hypotheses, as follows:

H₁: There are differences between the groups of business units regarding the current situation of clan's culture.
H₂: There are differences between the groups of business units regarding the current situation of adhocracy culture.
H₃: There are differences between the groups of business units regarding the current situation of market culture.
H₄: There are differences between the groups of business units regarding the current situation of hierarchy culture.
Survey instrument
The questionnaire consisted of two parts. The first part involved the demographic-related questions (gender, age, period of employment, education, work area), and the second one included the questions for assessment of organisational culture took over from OCAI (Organisational Culture Assessment Instrument). OCAI consists of six sets of questions: dominant characteristics, Organizational Leadership, management of employees, organisational glue, and strategic emphasis and criteria of success (Cameron and Quinn 2011, p. 30-32). There are four statements in each set and the respondent must assign them certain value, while the sum of all four evaluations must be equal to 100. The respondent assesses each statement in the set regarding the current and preferred situation in the organisation. The statements A, B, C, and D in each set refer to the clan culture (A), adhocracy culture (B), market culture (C) and hierarchy culture (D) (Cameron and Quinn 2011, p. 39).

The reliability of the questionnaire was tested using Cronbach's $\alpha$ coefficient. The reliability of the set for the clan culture is $\alpha = 0.761$, for adhocracy culture $\alpha = 0.672$, for the market culture $\alpha = 0.604$, and for hierarchy culture $\alpha = 0.657$). Therefore, we can consider that all sets are moderately reliable.

Data collection
Stratified sampling procedure was employed as sampling method. Questionnaires were sent to the managers of all BUs with whom we previously agreed to distribute the questionnaires to their employees. Within their BUs then they distributed questionnaires randomly to the employees. Six hundred questionnaires (10% of population of PS) were sent by post to different BUs included cover letter with the invitation for completion of the survey as well as with instructions for completion.

Data were collected in summer 2014. In the surveying period, we received 171 completed questionnaires. Response rate was 28.5%. The completed questionnaires were transferred to the electronic format. The collected data were then processed using statistical package IBM SPSS for Windows 20.0.
Methodology
Methodology of the statistical processing of organisational culture is exactly described in the literature (Cameron and Quinn 2006, p. 25-69). Average value of scores for each set, A, B, C, and D were calculated for current and preferred situation (Cameron and Quinn 2006, p. 25). Finally, data were graphically presented in the form of four quadrants (Figure 1). The upper left quadrant shows the average score for clan culture (A), the upper right quadrant for adhocracy culture (B), the lower right quadrant for the market culture (C), and the lower left quadrant for the hierarchy culture (D) (Cameron and Quinn 2011, p. 39).

Figure 1: The Competing Values Framework

For the clan culture is important cooperation, and in this case managers are considered as mentors or facilitators. In such organisation communication, development and affiliation are important, while the efficiency is achieved through cooperation and human development. Adhocracy culture is based on creativity, and managers can be described as innovators, visionaries and entrepreneurs. For the organisation are important the innovativeness and transformation, while the efficiency is achieved with the innovativeness, vision and new
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The hierarchy culture is based on control, and the managers are coordinators and organisers. The efficiency, timeliness and consistency drive the organisation, and efficiency is achieved with the supervision and efficient management process. Market culture is based on the competition, in which the managers are competitive, demanding, and productive. Achievement of objectives, profit and market share drive the organisation, and the efficiency is achieved through aggressive competition and customer orientation (Cameron and Quinn, 2006, p. 46).

Based on the results for the current and preferred situation, we formed four new variables for four different culture types as a difference between the current and preferred situation. Because we were interested in regional differences in the organisational culture, we were searching for BUs that are the most different among themselves as far as the characteristics of organisational culture is concerned, as well as those that are the most similar. In order to classify the business units, we used the method of hierarchical cluster analysis. Our sample of BUs was divided into two heterogeneous groups:

**First group:** BU Ljubljana, BU Maribor, BU Celje and BU Novo mesto, and

**Second group:** BU Kranj, BU Nova Gorica, BU Koper, BU PLC Ljubljana, BU Murska Sobota. Both groups were taken into consideration in the analysis of hypotheses.

**Results**

In the results current and the preferred type of organisational culture for the entire company is presented and separately for each business units. We paid special attention to regional differences in organisational culture. Among all 171 respondents that took part into the research, 50.9% were men. For demographic characteristics of sample of BUs see
Table 1: Sample characteristics of BUs of PS

<table>
<thead>
<tr>
<th>Gender</th>
<th>BU Ljubljana (Osrednjeslovenska regija in Zasavska)</th>
<th>BU Maribor (Podravska in Koroška)</th>
<th>BU Celje (Savinjska)</th>
<th>BU Kranj (Gorenjska)</th>
<th>BU Nova Gorica (Goriski)</th>
<th>BU Koper (Obalno-kraška in Notranjsko-krška)</th>
<th>BU PLC Ljubljana (mesto Ljubljana)</th>
<th>BU Novo mesto (Sevnica in Spodnja tovornjka)</th>
<th>BU Murska Sobota (Pomurska)</th>
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<td>58.3%</td>
<td>48.4%</td>
<td>46.7%</td>
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<td>42.9%</td>
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</table>
Organisational culture of Post of Slovenia

Currently in the Post of Slovenia the most present is the hierarchy culture (M = 29.9), follows the market culture (M = 29.1), then the clan culture (M = 21.6), while the least present is the adhocracy culture (M = 19.3). Meanwhile, the wishes of employees are different, as they prefer the clan culture the most (M = 33.3), in the middle are adhocracy culture (M = 23.6) and the hierarchy culture (M = 23.2), the least preferred is the market culture (M = 19.9). In average, the most present is the hierarchy culture. But despite of this it is not predominant, since there is a strong market culture as well. For this type of culture is typical that the company is oriented outwards, to the customer, while the organisation members direct all activities towards the achievement of results. Working environment in such organisation is very competitive, what can be noticed in how the company is managed. Business environment of Post of Slovenia is dynamic and changes quickly, while the company is more and more oriented outwards.

We verified the differences between »now« scores and »preferred« scores using the t-test (denoted by t) when data of the independent samples were normally distributed. Else we applied the non-parametric Mann-Whitney U test (denoted by MW). When more than two subsamples were present we verified the differences in the average value of the variable applying the analysis of variance (denoted by F) in the case of normal distribution and non-parametric Kruskal-Wallis test (denoted by KW) when variables did not follow the normal distribution, i.e. the variances of the groups were not homogeneous. Average is denoted by M, while average range with MR.
Considering the current situation (see Figure 2), the employees prefer less hierarchy or market culture, and more of clan and adhocracy culture. The biggest difference between the current and preferred situation is at the clan culture. Therefore, the employees want communication, belongingness and cooperation among employees to be more present in their organisation. It resulted that there were statistically significant differences between the current and preferred situation at all cultures: clan culture \( (MW = -9.828, \alpha = 0.000) \), adhocracy culture \( (MW = -6.279, \alpha = 0.000) \), market culture \( (t = 12.270, \alpha = 0.000) \) and hierarchy culture \( (MW = -7.725, \alpha = 0.000) \). Post of Slovenia is of course hierarchically organised company currently in the phase of restructuring mostly from the formalised direction to the market orientation.

There are differences regarding the age in the preferred situation of the culture hierarchy \( (F = 2.927, \alpha = 0.036) \). The employees older than 50 years \( (M = 20.9) \) prefer hierarchy culture the least, and younger up to 30 years prefer it the most \( (M = 27.5) \).
culture is statically significantly different concerning education (F = 3.345, α = 0.021). The presence of adhocracy culture obtained the highest rating from employees with college (M = 21.2), and the lowest from employees with the highest education (M = 17.5). Statistically significant differences are also in the preferred situation off culture hierarchy (KW = 9.909, α = 0.019), and in this case the employees with secondary vocational school (MR = 91.8) wanted it the most, while the employees with higher education and above (MR = 63.0) wanted that culture the least. Considering the working areas there are statistically significant differences at the current evaluation of the adhocracy culture (F = 3.480, α = 0.033) and the preferred situation of hierarchy culture (F = 4.630, α = 0.011). Adhocracy culture is present the most in the organisation according to the employees in delivery (M = 20.4), and the least according to the opinion of expert service BU (M = 17.6). Employees in the delivery want the hierarchy culture the most (M = 25.3), and the employees in expert services want it the least (M = 21.1). There are statistically significant differences in the adhocracy culture (KW = 8.810, α = 0.012) as well, and this type of culture the employees in the manipulation want the least (MR = 74.4), while the employees in expert services want it the most (MR = 92.9).

Additionally we will present six sets of the organisational culture (see Figure 3). On average, considering the dominant characteristics in Post of Slovenia, the hierarchy culture is the most present (M = 32.4), then follows the market culture (M = 28.0), and the least present are clan culture (M = 20.3) and adhocracy culture (M = 19.3). Employees want the most clan culture (M = 33.8), follow the hierarchy culture (M = 23.8), market culture (M = 22.3) and the least preferred is adhocracy culture (M = 20.4). Therefore, they want less the hierarchy and market cultures, they prefer adhocracy culture approximately to the extent they already have it, while they want the clan culture more than they already have it. The maximum difference between the current and preferred situation is at the clan culture.

Concerning management style, the hierarchy culture is the most predominant (M = 32.7) in Post of Slovenia, then follows the market culture (M = 27.6), and the least present are clan culture (M = 20.1) and adhocracy culture (M = 19.5). On the other side, employees want the clan culture (M = 32.2) and the hierarchy culture (M = 25.1) the most, and the least the adhocracy culture (M = 23.9) and market culture (M = 18.7). They want less hierarchy and market culture, and more of adhocracy and clan culture. The maximum differences between the
current and preferred situation are at the market culture and the clan culture.

Regarding the management of employees, in Post of Slovenia the most present are the market (M = 29.3) and hierarchy culture (27.0), then follows the clan culture (M = 25.2), and the least present is adhocracy culture (M = 18.4). However, employees wants the clan culture (M = 35.6) to be the predominant in the organisation, follows the hierarchy culture (M = 25.1), and then adhocracy culture (M = 22.1) and market culture (M = 17.3). Therefore, they want less hierarchy and market culture, and more of adhocracy and clan culture. The maximum differences between the current and preferred situation are at the market culture and the clan culture.

As far as the organisational glue is concerned, the most present is the hierarchy culture (M = 28.6) according to employees, then follows the market culture (M = 26.7), the clan culture (M = 25.9), and the least present is the adhocracy culture (M = 18.8). On the other side, employees want the clan culture (M = 35.5) and the adhocracy culture (M = 27.4) the most, and the least the market culture (M = 19.2) and hierarchy culture (M = 18.1). Equally as in previous sets, the employees prefer less hierarchy and market culture, and more of clan and adhocracy culture. The maximum difference between the current and preferred situation is the hierarchy culture.

At strategic emphasis, in Post of Slovenia in average the most present are the hierarchy (M = 30.7) and market (M = 29.0) culture, while adhocracy culture (M = 21.8) and clan culture (M = 18.5) the least. However, employees wants the clan culture (M = 30.5) to be the most present in the organisation, follows the hierarchy culture (M = 23.3), and then adhocracy culture (M = 24.9) and market culture (M = 21.5). The employees also in this aspect prefer less hierarchy and market culture, and more of adhocracy and clan culture. The maximum differences between the current and preferred situation are at the clan culture.

Respondents assessed that in Post of Slovenia, as far as success criteria is concerned, the most present is the hierarchy culture (M = 33.9), follows market culture (M = 28.8), and the least present are clan culture (M = 19.7) and adhocracy culture (M = 17.5). They prefer the most the clan culture (M = 32.5), follow the hierarchy culture and adhocracy culture they preferred equally (M = 23.3), and they prefer the least the market culture (M = 20.9). The same as in all other aspects,
they prefer less market and hierarchy culture, and more of clan and adhocracy culture. The maximum differences between the current and preferred situation are at the clan culture and the hierarchy culture.

Figure 3: Profiles for Individual Items on the OCAI

Source: Cameron and Quinn (2011, p. 78).
In order to survive in the liberalised market, the company evolved into a more market oriented culture. Employees are not satisfied with the existing organisational culture. They explicitly want the clan culture, which is not suitable for a large company such as Post of Slovenia. Their assessments might be influenced by the implementation of rationalisation measures that include the introduction of more flexible working time, reassignment of workers to another, lower working positions and dismissal for a business-related reason. Clan culture in such organisation stimulates the human development and care for employees, meanwhile the management is understood mostly as a mentorship. It helps at fulfilment of the tasks assigned, as well as at achieving of the set objectives of the company. Employees expect more attention from the management, the improvement of interpersonal relationships on all levels, a higher level of confidence and readiness for cooperation.

However, we must bear in mind that the respondents' assessment is a reflection of their personal view and the understanding of the situation in the company.

**Organisational culture in business units**

The four types of the organisational culture are presented in Figure 4 separately by business units. We pay special attention whether there are regional differences in the organisational culture of the organisation.

Figure 4: Profiles for Individual Organizational Culture of the OCAI
In all BUs the clan culture is preferred more than it is currently present. Employees in all BUs want more adhocracy culture. The smallest difference between the current and preferred situation is in the case of BU Murska Sobota. In that regards, we could say that the employees are satisfied with the existing type of culture. It is noticeable that in all BUs the market culture and hierarchical culture are considerably less preferred than currently present. The analysis of the results of our study showed that in the most of BUs the hierarchy culture is currently predominant, with the exception of BU Ljubljana and BU Celje, where market culture was predominant. In all BUs, they prefer the clan culture the most; in the current situation, they wanted more adhocracy culture. Consequently, employees in all BU wanted less market and hierarchy culture.
Business units of PS we will classify in two groups, as follows:

- the differences between the current and the preferred situation are significant (here belong following business units: Ljubljana, Maribor, Celje, Koper and Novo mesto).
- there are differences between the current and the preferred situation, but they are not so evident (here belong following BUs: Kranj, Nova Gorica, PLC Ljubljana, Murska Sobota).

Details on demographic characteristics of two groups can be find in Table 2.

Table 2: Sample characteristics for two clusters of BUs of PS

<table>
<thead>
<tr>
<th></th>
<th>LJ, MB, CE, NM</th>
<th>KR, NG, KO, PLC, LJ, MS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gender</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>51,1%</td>
<td>50,6%</td>
</tr>
<tr>
<td>Female</td>
<td>48,9%</td>
<td>49,4%</td>
</tr>
<tr>
<td>Total</td>
<td>100,0%</td>
<td>100,0%</td>
</tr>
<tr>
<td><strong>Age</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>30 years or less</td>
<td>7,5%</td>
<td>14,5%</td>
</tr>
<tr>
<td>31 - 40 years</td>
<td>34,4%</td>
<td>43,4%</td>
</tr>
<tr>
<td>41 - 50 years</td>
<td>46,2%</td>
<td>19,7%</td>
</tr>
<tr>
<td>More than 51 years</td>
<td>11,8%</td>
<td>22,4%</td>
</tr>
<tr>
<td>Total</td>
<td>100,0%</td>
<td>100,0%</td>
</tr>
<tr>
<td><strong>Period of employment at Pošta Slovenije d.o.o.</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15 years or less</td>
<td>40,7%</td>
<td>49,3%</td>
</tr>
<tr>
<td>16 years or more</td>
<td>59,3%</td>
<td>50,7%</td>
</tr>
<tr>
<td>skupj</td>
<td>100,0%</td>
<td>100,0%</td>
</tr>
<tr>
<td><strong>Education</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vocational High School (III. and IV. level)</td>
<td>21,5%</td>
<td>17,3%</td>
</tr>
<tr>
<td>High School (V. stupnja)</td>
<td>28,0%</td>
<td>41,3%</td>
</tr>
<tr>
<td>College</td>
<td>19,4%</td>
<td>16,0%</td>
</tr>
<tr>
<td>High School and University or more</td>
<td>31,2%</td>
<td>25,3%</td>
</tr>
<tr>
<td>Total</td>
<td>100,0%</td>
<td>100,0%</td>
</tr>
<tr>
<td><strong>Working area</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Delivery</td>
<td>34,1%</td>
<td>31,1%</td>
</tr>
<tr>
<td>Manipulation</td>
<td>33,0%</td>
<td>40,5%</td>
</tr>
<tr>
<td>Expert Service</td>
<td>33,0%</td>
<td>28,4%</td>
</tr>
<tr>
<td>Total</td>
<td>100,0%</td>
<td>100,0%</td>
</tr>
</tbody>
</table>
From the Figure 5 the differences between the groups of BUs are detected, mostly concerning the clan and market culture. At the current situation the differences between both groups of BUs are the least noticeable, while the biggest are at the current situation of the market culture, which is higher in the 1st group of BUs (located in the regions with the central offices in Novo mesto, Maribor, Celje, and main city municipality Ljubljana) (M = 30.8) than in the 2nd group (in which are included the BUs from the municipalities of Kranj, Koper, Murska Sobota and Nova Gorica) (M = 27.1).
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Figure 6: Differences between BUs in »Now« scores (left) and »Preferred« scores (right)

BUs: Ljubljana, Maribor, Celje, Novo mesto.

BUs: Kranj, Nova Gorica, Koper, PLC Ljubljana and Murska Sobota.

In all business units (see Figure 6.) the employees prefer the clan culture and they want more adhocracy culture considering compared to the current situation. The research has shown that respondents from all business units dislike market and hierarchy culture.

Regional differences in the organisational culture are manifested mostly in the awareness about the rights, while the similarities between particular BUs have been explained in terms of organisational changes and situations in particular BUs.

The results are the reflection of the situation in the BUs at the time of surveying. The common point for BUs Kranj, Koper, Murska Sobota and Nova Gorica with their central offices is that these BUs have gone through the greatest changes in the reorganisation and restructuring started this year, and these changes will follow in next two years in other BUs as well. BUs of the 2nd group have passed through the centralisation process that reflected in the elimination of business units Nova Gorica and Murska Sobota, and their merger to larger business units BU Koper and BU Maribor. In that process some working positions were closed in expert services and at the same time and within BU, there was centralisation of smaller post offices delivery. Workers from
operator work positions had to change their working environment, mail carriers from smaller post offices (in which they worked from 1 pm to 3 pm as mail carriers) joined to larger post offices, they had to report to new superior, hierarchy is larger and more emphasised and the same is in the case of workers on counters.

BUs manage the human resources within the staff establishment plan for each year in which is set the needed number of workers based on estimated tendencies in traffic of services, new and lost workloads. Restructuring and reorganisation (transformation of post offices into contract-based BUs) were anticipated and are part of Strategic development programme of Post of Slovenia. In BUs KR and KP some transitional processes and procedures were not implemented in a timely manner or they were not implemented in the sufficient scope. Therefore, last spring there were direct dismissals of workers who worked on counters.

In the case of BU PLC Ljubljana, there is an organisational form completely different from others in Post of Slovenia, as it is so-called “production” unit. We could say it is a business within a business. The work is performed mostly overnight, with emphasised hierarchical structure within PLC, and there is the centre of union activities, demanding of rights (they frequently forget the obligations), etc.

In brief, we can interpret the results we obtained in the research like the process of restructuring of Post of Slovenia, which according to all indicators does not flow as quick and intensively as the management foreseen, consequently influenced that the linkage between the clan and hierarchy is more significant in one group than in the other.

Verification of hypotheses
In the first hypothesis H₁, we assumed that would appear differences between the groups of business units regarding the current situation of clan culture. In the group of BUs with the central offices, i.e. the management in the largest city municipalities such as Ljubljana, Novo mesto, Maribor and Celje respondents assess that clan culture is less present (M = 20.4) unlike the respondents in the other group of BUs (M = 23.2). The differences between the two groups are statistically significant (α < 0.05), thus we can confirm the hypothesis H₁. In our second hypothesis we stated that there would be differences between business units concerning the current situation of adhocracy culture. The results showed that in the group of BUs of Ljubljana, Novo mesto,
Celje and Maribor respondents assess that adhocracy culture is to a certain extent less present (M = 18.9) than the respondents from the group of BUs from other municipalities (M = 19.8), although the differences between groups are not statistically significant (α > 0.05), thus we cannot confirm the hypothesis H2. In our third hypothesis, we assumed that there were differences between the groups of business units regarding the current situation of market culture. In the group of BUs from Ljubljana, Celje, Maribor and Novo mesto, respondents assess the market culture somewhat better (M = 30.8) than the respondents from the group of BUs Kranj, Nova Gorica, Koper, Murska sobota; PLC LJ. The differences between the two groups are statistically significant (α < 0.05), thus we can confirm the hypothesis H3. At the end, in our fourth hypothesis we assumed that there would be differences between the groups of BUs regarding the current situation of hierarchy culture. The differences between the two groups of BUs regarding current situation of hierarchy culture in the average rate are minimal and are not statistically significant (α > 0.05) and for that reason, we cannot confirm the hypothesis H4.

Discussion
Considering theoretical backgrounds, in such large and formalised-bureaucratic system as the Post of Slovenia we expected a uniform dominant type of organisational culture that determines its adaptation to the external environment and at the same time enables the homogenisation of structural units and personnel inwards. The results showed that two statistically significantly different types of organisational culture exist within the company. Post of Slovenia evolved into two parallel cultures based on explicitly regional characteristics. The first culture appears in business units from so-called more developed regions and municipalities, and the second in so-called less developed regions and municipalities. That simply means that we can found one culture in the “centre”, and the other on the “periphery” of the country. Employees from the central units are more aware of their own rights and consequently they are more demanding. Therefore, it is not surprising that trade unions in these BUs are more demanding and stronger unlike the trade unions from peripheral business units. The employees from BUs located in the “peripheral” regions are either way unsatisfied and they show it on different ways, including the fact that they are not so trade union-oriented.

Considering that for Slovenia since the time of independence—and this is not only our opinion, but the opinion of many others—is particular the
phenomenon of the emonocentrism, that contributed to infamous failure of each attempt of regionalisation with the establishment of provinces, such model had rooted deep and persistently perpetuates the division of the country to the developed metropolis and underdeveloped province: everything that is important is in Ljubljana, the strongest economic and culture centre of the country. In Ljubljana and surroundings lives and on working days works almost a fourth part of the Slovenian population. The regional imbalances in the development of Slovenia are serious national problem and still there is not enough political willingness among crucial players on the public stage required to solve this problem.

Our opinion is that such paradigm of emonocentristic national culture just reflects to the models of dominant types of the organisational culture or subculture in local environments in which organisations are active. Since these processes are still on-going within the post-socialist transition, we have interpreted that the results we obtained on the case of Post of Slovenia match well with the projections that can be predicted based on the theory of post-socialist transition, already set by Jelovac (Jelovac 2002. p. 139-150). Based on that theory we can deduce our corollary OC with which we can explain the results we obtained in our study on the case of Post of Slovenia: Force that the central BUs will apply to attract the peripheral BUs is equal to the weight of the changes needed in the organisational culture (Qnc) and the acceleration of the power of attraction (a), where the latter is equal to the coefficient of the changes needed and the squared distance (r) between centre and periphery at the same time multiplied with the value of specific transitional valence (Vst). That means: \( F_t = Q_{nc} \times a \), where \( a = V_{st} \times Q_{nc}/r^2 \).

Based on this are deduced our projections that 1) after the process of post-socialist transition, the type of organisational culture that is currently dominating in the centre of Europe will be dominant in Slovenia and 2) that Post of Slovenia (like all other organisations and institutions) will also have the uniform organisational culture, which of course will completely take over the current central type of culture as dominant. Meanwhile the management must learn and know the culture, i.e. the culture as well as potential subcultures in the company and based of these findings to learn how strictly necessary changes could be guided and speeded up. They must pay special attention to the subcultures that appear within BUs in different regions and municipalities of Slovenia as a consequence of 1) regional and local intercultural differences and 2) on-going process of post-socialist transition. They must recognise which
culture and/or subculture of employees and management behaviour will lead to the successful operation of the company and which not. Therefore, the role of the management is to follow and when needed to adapt the organisational culture on a regular basis, and before all, they must prevent that the organisational culture changes by chance, accidentally, spontaneously, i.e. without the control of management. Managing intercultural differences in the organisational culture within the company is the priority task of the management in this regard. It is necessary to establish suitable mechanisms that enable “live” insight into the organisational culture is strictly necessary, since only that way the company can adapt to turbulent changes in the environment.

**Conclusion**

Vast changes regarding human resources management and corporate governance of company happened to Post of Slovenia in the last ten years. Such situation required adaptive thinking and acting from employees. The communication between the management and workers has become more intensive, the scope of trainings and different meeting has increased, and there have been changes in the organisation of work. These are only some of changes that have positively influenced the development of the company and the necessary adaptation to the market circumstances.

Post of Slovenia also cooperates in the SiOK project (i.e. measurement of organisational climate) where already exist comparisons by periods. Unfortunately, so far have not been conducted empirical studies that measured the organisational culture. In this regard, ours is the first. But it is reasonable to continue with such researches in the future. Rationalisation measures bring different challenges to the company, as the reorganisation of the postal network creates e.g. bigger post units and there are no appropriately educated human resources with the required management competences. The elimination of the secondary education programme for the vocation postal technician also contributed to such situation; the last generation finished the education in 2000. In the future the company will also confront with even more problematic age structure of employees, since practically human resources has not been renewed in recent period, and there are no indications of changes in that regard within next several years. New requests and needs of the market are tough and therefore, the management must create an atmosphere of confidence in the company, stimulate the affiliation and the loyalty, and must give its own example for the teamwork. Changes and learning in fact are the only constants also in the times to come.
References


