

PERCEPTION OF THE CORPORATE CULTURE BY MANAGERS AND BLUE COLLAR WORKERS IN SLOVAK WOOD-PROCESSING BUSINESSES

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ABSTRACT

The objective of the paper is to define the level of corporate culture in wood-processing enterprises in Slovakia using the evaluation methods by Cameron and Quinn. Online questionnaire was distributed mainly to Slovak employees in wood-processing businesses in 2016. Primarily we focused on the perception of corporate culture from the point of view of managers and blue collar workers. Sampling unit consisted of 210 respondents, 99 managers and 111 blue collar workers. Following the outcomes of our research we can state that according to managers' opinion, market culture with competitive and goal-oriented employees dominates Slovak wood-processing enterprises. Employees are expected to meet high demands and achieve results in order to stay competitive on the market, moreover, to beat and to keep ahead of competitors. According to the opinion of blue collar workers, hierarchy culture with dominant features such as keeping within rules, regulations is preferred in Slovak wood-processing enterprises. According to the opinion of managers as well as blue collar workers clan culture that is family-like, should dominate in the future. The emphasis should be put on friendly atmosphere in the workplace as well as on long-term benefit of employees' development, morale, coherence and work environment.

Key words: corporate culture, wood-processing enterprises, organizational culture assessment instrument, managers, blue collar workers.

INTRODUCTION

Nowadays, at the time of tough competition, providing quality products might not be the only way required to gain the competitive advantage. Development of economies as well as globalisation and economic changes associated with it ask for new area in thinking of all staff within the enterprise. As a result of the crisis, the prevailing competitive environment within the market economy is extremely tough and it is forcing business entities to push through efficiency measures in their processes as well as making the need to optimize enterprise systems imperative (NĚMEC *et al.* 2015). Moreover nowadays, at the time of economic globalisation (ZÁVADSKÝ *et al.* 2015) when economic crisis initiated structural processes in enterprise (KAMPF *et al.* 2014) and due to globalization, the requirements for the quality of human resources are increasing (KAMPF – LIŽBETINOVÁ 2015). Outcomes such as employee well-being, organizational effectiveness and wider societal contributions have long been the focus to argue that human resource management can make a positive contribution to the organization and broader society (BECKER – SMIDT 2016, BEER *et al.*

1984). Indeed, the argument continues to be made that effective human resource management has the potential to have significant impact both within the organization and in the broader societal context (JACKSON *et al.* 2014). Nowadays, at the time of tough competition on the market (LOUČANOVÁ *et al.* 2015) prosperous enterprises found out that employees are the most valuable asset of the enterprise (HITKA – ŠTÍPALOVÁ 2011) as every company consists of human resources, the main goal of personal management is the establishment of conditions for effective fulfilment of business concept based on employees' performance (HITKA *et al.* 2005). Enterprise success is affected not only by employee performance but also by approaches and values appreciated by employees as well as by employee behaviour in and outside the workplace, it means corporate culture. Following the opinion of BELAK (2009) corporate culture can be considered the essential factor affecting the total success of an enterprise on the market. Enterprises with foreign investors follow the trend, for example companies such as IBM, Sony, GM and others. Technology, processes and corporate structure can be copied but the value that competent and dedicated employees can bring to companies cannot be easily taken away (AHMAD *et al.* 2012). According to KUČEROVÁ *et al.* (2015), SCHOLZ and BŮHM (2008) the most important success factors in global competition are the people: their competences, their motivation to learn and to perform, leadership and cooperation, corporate values and culture. All managers dream about productive employees willing to work in accordance with the business objectives (BRODSKÝ – MYŠKOVÁ 2010). This is what is referred to as corporate culture. It is one of the tools by which enterprises can encourage employees to greater levels of productivity and therefore, the overall performance of the enterprise.

The idea of viewing organisation as having culture is not a recent phenomenon (OWOYEMI – EKWOABA 2014). It is nearly two decades since the theorists deal with the issue of corporate culture. Historically, there are numerous definitions of organizational culture, thus, it is defined in many various ways in the literature. Perhaps the most commonly known definition is “the way we do things around here” (LUNDY – COWLING 1996). SCHEIN (1985) defined organizational culture as “a pattern of basic assumptions and beliefs, developed by a given social group throughout its history of internal integration and external adaptation that had worked reasonably well in the past to be considered valid and important enough to be passed on to new employees by the group, the “correct” way to interpreting the organizational reality”. In line with this definition, the corporate culture can be seen as the organizational identity (MILLER 2006). Organizational culture defines the collection of organization common values, belief and faith it also contains competitiveness, social responsibility, support innovation and performance (JAFARI *et al.* 2013). Organizational culture can be assumed as multidimensional and multilevel concept of organization values, faith, perception, mind, felt and basic assumption which is applied in organization public image (MOZAFFARI 2008). Organizational culture can be created with management support in all level in order to encourage knowledge sharing and interaction between organization members (BERCERRA – SABHERWAL 2004). Therefore culture affects individual and organizational behavior (CAMERON 2004). According to SHILI (2008) organizational culture is manifested in the typical characteristics of the organization, in other words, organizational culture should be regarded as the right way in which things are done or problems should be understood in the organization. It is widely accepted that organizational culture is defined as the deeply rooted values and beliefs that are shared by personnel in an organization. PETERS and WATERMAN (1982) popularized the concept of the “strong unitary culture“ characterized by employees sharing the espoused values of top management. Also according to SYAFII *et al.* (2015), organizational culture is values that are shared by member of the organization and passed down from one generation to the next. CAMERON and QUINN (1999) presume that the organizational culture can be developed consciously by management teams who decide

to improve their organizational performance in systematic ways. OWOYEMI and EKWOABA (2014) consider the organizational culture one of the most important factors that can account for success or failure of an organisation. According to authors people bring different cultures from their own society into the organisation even though organisations are communities in their own right with distinctive rules and values, organisational culture fosters success. Corporate culture is traditionally considered to have an important influence on an organisation's effectiveness (SCHEIN 1992, WILKINS – OUCHI 1983, DEAL – KENNEDY 1982, PETERS – WATERMAN 1982) and in a recent review of the literature. SACKMANN (2010) suggests that some culture orientations have a positive effect on performance measures. According to BROWN (1998) organizational culture is one of the important variables taken into consideration in determining the direction and strategy of an organization. ALVESSON (2002) survey of US Corporations, reported that firms that were perceived to believe in something or stands for something are the high performers and they believe in culture.

The aim of the paper is to identify the level of corporate culture in wood-processing enterprises in Slovakia, particularly in light of the fact that it is becoming a more important source of competitive advantage, not only for enterprises but for the society as a whole, too (LEE *et al.* 2012). Many culture researchers have devoted numerous articles to the nature and definitions of culture (MOUSAVI *et al.* 2015). Other authors observe that corporate culture is the main factor affecting the efficiency and success of an enterprise (OWOYEMI – EKWOABA 2014, SACKMANN 2010, ALVESSON 2002, CAMERON – QUINN 1999). No research studies have dealt with the analysis of perception of corporate culture in wood-processing businesses from the point of view of managers and blue collar workers so far. This research was the first of its kind. Therefore, we primarily focus on the perception of corporate culture from the point of view of managers and blue collar workers. We identify statistically significant differences in perception of corporate culture from the point of view of both groups and we propose the direction of corporate culture in Slovak wood-processing enterprises in the course of next five years.

EXPERIMENTAL

Questionnaire survey was a research method to acquire empirical data. The questionnaire was created in a simple form identical for managers and blue collar workers in order to be understood by all employee categories of the enterprise. Employees were informed about anonymous way of completing questionnaire in advance. The questionnaire consisted of two parts. Demographic data associated with respondents were searched in the first part of the questionnaire. The second part of the questionnaire was focused on the respondents' opinions on desired and state-of-the-art of corporate culture in the analysed enterprise. We chose CAMERON *et al.*'s (2006) framework because it is widely used in the literature (SCHNEIDER *et al.* 2013, HARTNELL *et al.* 2011, OSTROFF *et al.* 2003). It is based on the Organizational Culture Assessment Instrument (OCAI). The questionnaire covered six areas with four subareas – alternatives A, B, C and D (Table 1). In this way, respondents assessed the six key aspects of corporate culture that were found to determine success: Dominant Characteristics, Organizational Leadership, Management of Employees, Organization Glue, Strategic Emphases and Criteria of Success. Firstly respondents divided 100 points in each area into individual alternatives according to the fact, which of them mirrors the state-of-the-art most (column NOW). After completing the questionnaire in column NOW, respondents returned to the beginning of the first area and evaluated the column PREFERRED in the same way. They expressed how they want the company to look

like in five years to achieve extraordinary success. By averaging all individual OCAI scores, an organisation profile was calculated (CAMERON *et al.* 2006).

Tab. 1 The questionnaire based on methodology of Cameron and Quinn.

1. Dominant Characteristics	
A	The organization is a very personal place. It is like an extended family. People seem to share a lot of personal information and features.
B	The organization is a very dynamic entrepreneurial place. People are willing to stick out their necks and take risks.
C	The organization is very results-oriented. A major concern is getting the job done. People are very competitive and achievement-oriented.
D	The organization is a very controlled and structured place. Formal procedures generally govern what people do.
2. Organizational Leadership	
A	The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.
B	The leadership in the organization is generally considered to exemplify entrepreneurship, innovation, or risk taking.
C	The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.
D	The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.
3. Management of Employees	
A	The management style in the organization is characterized by teamwork, consensus, and participation.
B	The management style in the organization is characterized by individual risk taking, innovation, freedom, and uniqueness.
C	The management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement.
D	The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.
4. Organization Glue	
A	The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.
B	The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.
C	The glue that holds the organization together is an emphasis on achievement and goal accomplishment.
D	The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.
5. Strategic Emphases	
A	The organization emphasizes human development. High trust, openness, and participation persist.
B	The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.
C	The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.
D	The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.
6. Criteria of Success	
A	The organization defines success on the basis of development of human resources, teamwork, employee commitment, and concern for people.
B	The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.
C	The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is a key.
D	The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.

The corporate culture research in Slovakia has been running since 2014. Since that time we have created the database of small, medium-sized and large enterprises from different industries. Employees working in wood-processing businesses in Slovakia were asked to complete the questionnaire in order to ensure variability and randomness of respondent selection necessary for relevant data acquisition. The mathematical relation, where n is the function of desired confidence and accuracy at certain estimated variability of analysed phenomena in the sampling unit was used to calculate the minimum sampling unit size. Given the 95% confidence secured by the tabular value $z_{0.025} = 1.96$, desired accuracy $\Delta\bar{x} = 0.05$ and average variability of responses given by variance of $\sigma_x^2 = 0.1$, a minimum number of respondents were set as follows (MASON *et al.* 1990):

$$n = \frac{1.96^2 * 0.1}{0.05^2} = 154 \text{ respondents} \quad (1)$$

The minimum sampling unit size was set at pre-defined 0.05 accuracy and 95% confidence criteria. 154 returned questionnaires were minimum necessary to meet the pre-defined accuracy and confidence requirements. 500 questionnaires in total were distributed in January 2016 in order to collect the necessary set of questionnaires. Data were acquired from February 2016 till May 2016. 256 respondents participated in the research. The questionnaire response rate was 51.20%. 46 responses were incomplete on return that is why they had to be excluded from the study. Therefore, final sampling unit consisted of 210 respondents, 99 managers and 111 blue collar workers. Socio-demographic characteristics of employees were searched in the first part of the questionnaire. Basic data about respondents relating to their occupation, gender, age, completed education and seniority were obtained in this part. Comparison of sampling units with the focus on respondents' occupation is shown in Table 2.

Tab. 2 Comparison of sampling units.

Data to identify respondents	Managers		Blue collar workers	
	Absolute frequency	Relative frequency	Absolute frequency	Relative frequency
Gender				
Male	68	68.69	80	72.07
Female	31	31.31	31	27.93
Age				
Up to 30 years	17	17.17	21	18.92
31–40 years	29	29.29	36	32.43
41–50 years	30	30.30	37	33.33
50 years and more	23	23.23	17	15.32
Completed education				
Primary	0	0.00	3	2.70
Lower secondary	6	6.06	38	34.23
Upper secondary	52	52.53	64	57.66
Higher	41	41.41	6	5.41
Seniority				
Less than 1 year	4	4.04	6	5.41
1–3 years	13	13.13	23	20.72
4–6 years	15	15.15	29	26.13
7–9 years	15	15.15	24	21.62
10 years and more	52	52.53	29	26.13

Total of 99 managers participated in the research; mainly males aged 41–50 with upper secondary education completed, working in the enterprise for more than 10 years. Sampling

unit of blue collar workers consisted of mainly males aged 41–50 with upper secondary education completed.

Hypothesis was tested using Student’s T-test. The aim of the test was to accept or to reject the assumption that there are significant differences in desired level of corporate culture from the point of view of managers as well as blue collar workers. Statistical software STATISTICA 12 and Microsoft Office Excel tables 2010 were used to elaborate and analyse data. State-of-the-art and desired state of the corporate culture evaluated by employees of Slovak wood-processing businesses were described by means of averages. Data were presented in graphic form as well. Statistically significant differences in perception of corporate culture between managers and blue collar workers at the present time as well as in the future were verified using inductive statistics. Student’s T-test with the most commonly used significance level of 5% was used. Gained, statistically significant differences are shown in tables.

RESULTS AND DISCUSSION

The results of the research are presented in the following tables and figures. Table 3 shows the values related to the dominant characteristics of the businesses. The results in Table 3 are compared in Figure 1. The left side of the Figure 1 identifies the perception of corporate culture from the point of view of managers while the right side of the Figure 1 represents the perception of corporate culture from the point of view of blue collar workers.

Tab. 3 Dominant Characteristics.

Respondents’ occupation	Managers				Blue collar workers			
Response / Alternative	A	B	C	D	A	B	C	D
Now	25.00	18.94	33.03	23.03	23.66	18.41	31.50	26.43
Preferred	36.77	20.51	27.07	15.66	34.38	19.25	28.22	18.15

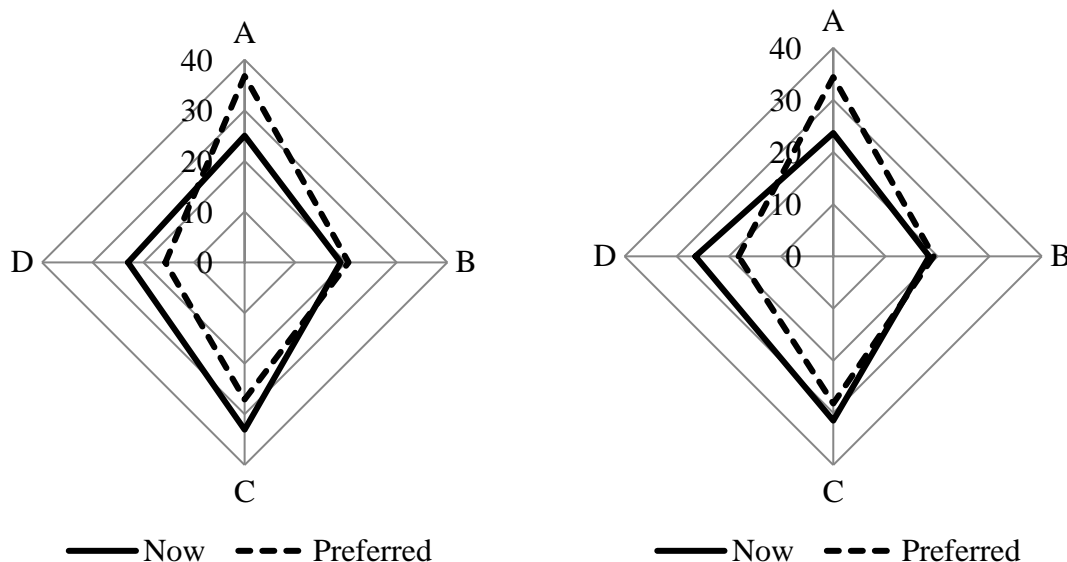


Fig. 1 Comparison of Dominant Characteristics by managers and blue collar workers.

Following the results of the research from Table 3 based on the OCAI methodology we can see that in the first research area **Dominant Characteristics** both group of respondents working in the Slovak wood-processing industry are strictly oriented to meeting goals and tasks. Respondents’ perception of corporate culture is almost the same in the

course of next five years. Groups studied expect the change in corporate culture trends from the alternative C to the alternative A, it means employees prefer friendly environment family like, where people have a lot in common in the future.

The second studied area is presented in Table 4 and Figure 2. Approaches to corporate culture in Slovak wood-processing enterprises vary not only in term of time but also in term of respondents' occupation. At the present time managers do everything to provide trouble free running of all processes (prefer the alternative D) while blue collar workers consider the performance of managers aggressive and goal-oriented. They perceive the corporate culture through the alternative B and C. Managers ask for following this trend in the future as well, however, blue collar workers think about changes in current management methods. The alternative A should be implemented; it means managers tend to be seen as mentors and supporters.

Tab. 4 Organizational Leadership.

Respondents' occupation	Managers				Blue collar workers			
Response / Alternative	A	B	C	D	A	B	C	D
Now	22.07	26.46	23.38	28.08	20.48	26.64	26.64	26.24
Preferred	23.74	30.35	13.74	32.17	32.25	25.33	15.77	26.65

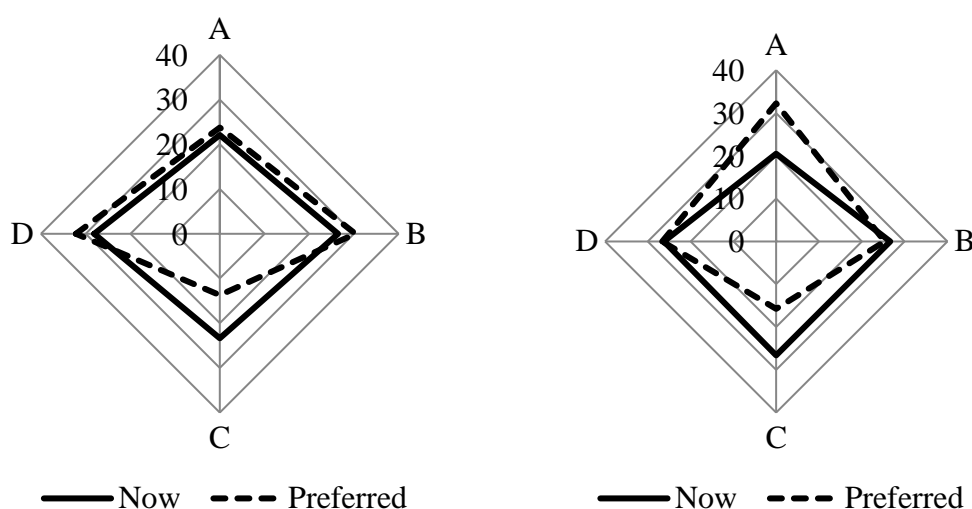


Fig. 2 Comparison of Organizational Leadership by managers and blue collar workers.

Further differences can be mentioned in the area of **Management of Employees** (Table 5 and Figure 3). Nowadays as well as in the future, managers of Slovak wood-processing enterprises tend to prefer team work and cooperation, on the other hand, human resource management is, from the point of view of blue collar workers, oriented to safety, comfort and stability in relationships. In the course of next five years we can see the changes in preferences of blue collar workers. The team work and cooperation is required by them (the alternative A).

Tab. 5 Management of Employees.

Respondents' occupation	Managers				Blue collar workers			
Response / Alternative	A	B	C	D	A	B	C	D
Now	29.60	20.45	24.90	25.05	25.40	22.89	24.29	27.42
Preferred	39.24	20.45	14.04	26.26	32.79	20.50	15.09	31.62

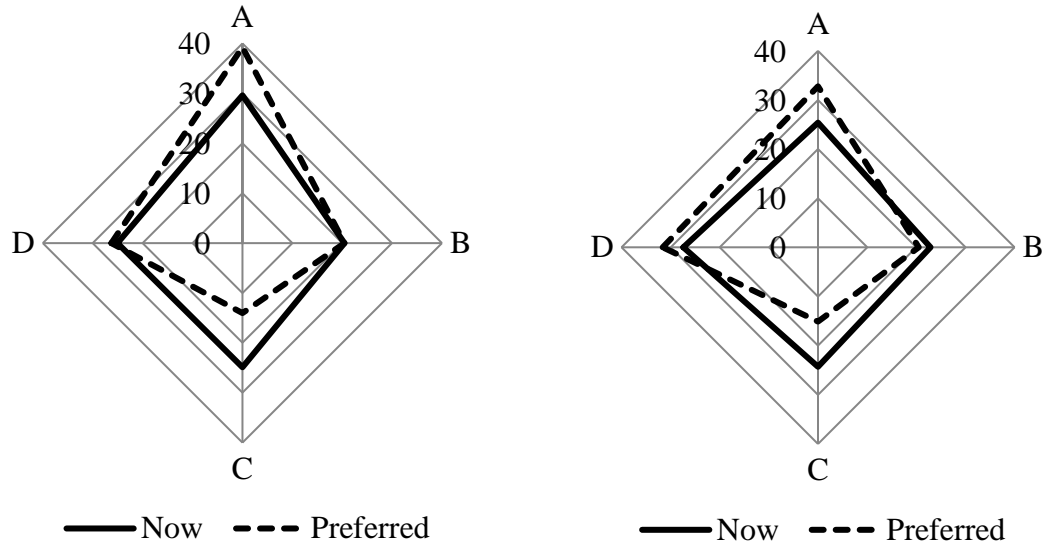


Fig. 3 Comparison of Management of Employees by managers and blue collar workers.

Moreover, following the research results we found that policy and rules play key role in organisation coherence in wood-processing businesses in Slovakia, according to the opinion of managers as well as blue collar worker (the alternative D). Employees of the wood-processing enterprises are fully aware of the importance of providing trouble free running of the company. Though, as Table 6 and Figure 4 show, both studied groups of respondents ask for the alternative A for the future. The emphasis should be put on loyalty and mutual trust.

Tab. 6 Organization Glue.

Respondents' occupation	Managers				Blue collar workers			
Response / Alternative	A	B	C	D	A	B	C	D
Now	23.94	21.36	26.62	28.08	21.52	23.90	22.60	31.97
Preferred	32.27	22.02	24.65	21.06	33.96	25.27	18.74	22.03

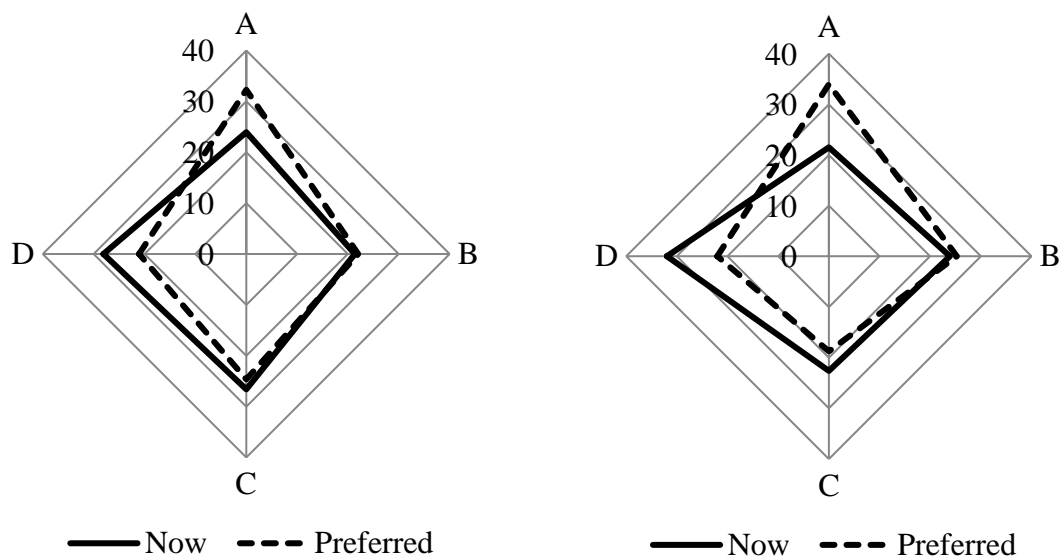


Fig. 4 Comparison of Organization Glue by managers and blue collar workers.

The fifth area **Strategic Emphases** is analysed in the Table 7 and Figure 5 by using the OCAI methodology as well. Differences in perception of corporate culture in this area are mainly due to the aspect of time. Current opinions expressed by managers and also blue collar workers are focused on achieving long-term goals based on competitiveness (the alternative C). However, both group of respondents agreed on trends for the future, the emphasis in the area of strategy in the wood-processing enterprises should be put not only on the human resource development but also on trust and cooperation (the alternative A).

Tab. 7 Strategic Emphases.

Respondents' occupation	Managers				Blue collar workers			
Response / Alternative	A	B	C	D	A	B	C	D
Now	23.89	22.58	28.89	24.65	21.54	20.80	29.57	28.09
Preferred	29.70	24.75	24.75	20.81	31.17	22.79	22.84	23.20

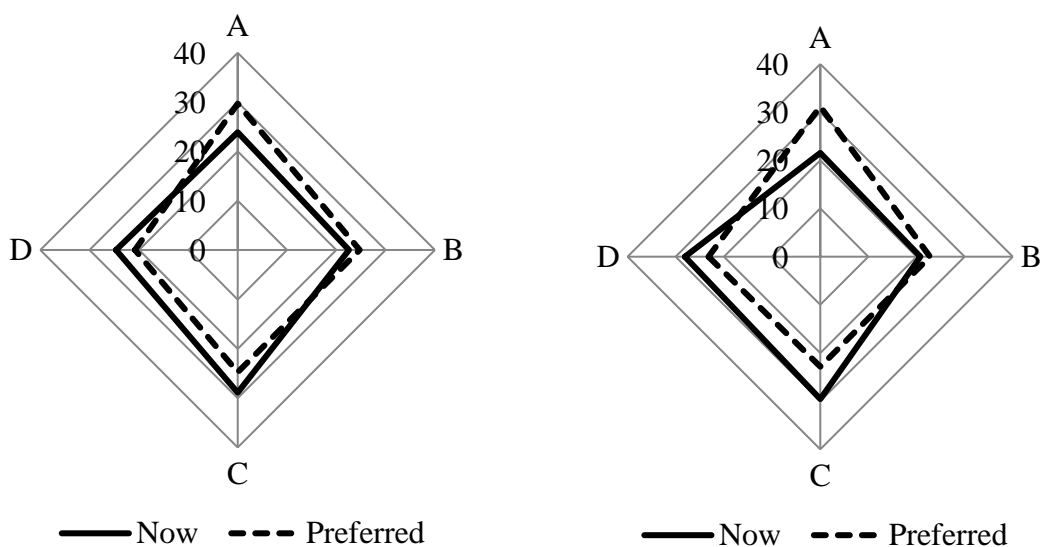


Fig. 5 Comparison of Strategic Emphases by managers and blue collar workers.

Criteria of Success is the last area studied on the basis of the methodology by Cameron and Quinn presented in Table 8 and Figure 6. Differences were mentioned in this area too. From the point of view of managers high performance dominate the enterprise success (the alternative D), yet, blue collar workers define enterprise success as a chance to beat competitors (the alternative C). The consensus of opinions was reached in the course of next five years and most respondents think that human resource development, team work and deeper interest in people are key elements essential for success (the alternative A).

Tab. 8 Criteria of Success.

Respondents' occupation	Managers				Blue collar workers			
Response / Alternative	A	B	C	D	A	B	C	D
Now	20.96	19.39	27.98	31.67	21.39	20.14	29.26	29.21
Preferred	31.41	22.42	18.59	27.58	33.15	19.55	19.86	27.43

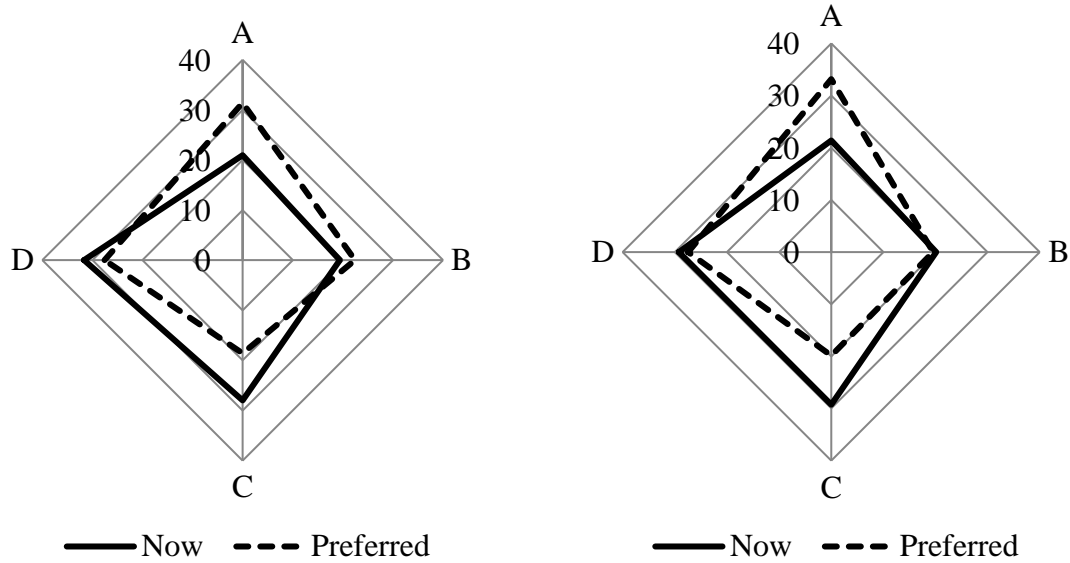


Fig. 6 Comparison of Criteria of Success by managers and blue collar workers.

The final results of the research are presented in Table 9 which show the values related to the corporate culture profile in Slovak wood-processing businesses. The results from Table 9 are compared in Figure 7. The left side of the Figure 7 identify the perception of corporate culture from the point of view of managers while the right side of the Figure 7 represent the perception of corporate culture from the point of view of blue collar workers.

Tab. 9 Corporate culture profile in Slovak wood-processing businesses.

	Managers				Blue collar workers			
	Clan culture	Adhocracy culture	Market culture	Hierarchy culture	Clan culture	Adhocracy culture	Market culture	Hierarchy culture
Now	24.24	21.53	27.47	26.76	22.33	22.13	27.31	28.23
Preferred	32.19	23.42	20.47	23.92	32.95	22.12	20.09	24.85

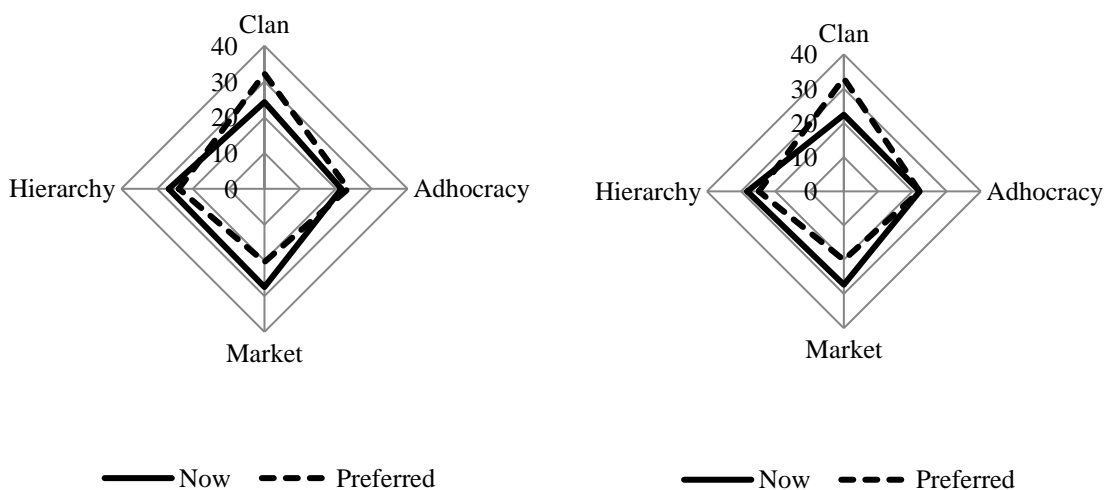


Fig. 7 Comparison of corporate culture profile in Slovak wood-processing businesses by managers and blue collar workers.

Following the outcomes shown in Table 9 we discovered that, according to managers' opinion, **market culture** with competitive and goal-oriented employees dominates Slovak wood-processing enterprises. Similar outcomes were mentioned by CAMERON and QUINN (1999). Following the results of their study of over 1,000 businesses all over the world, the market culture predominated over the hierarchy, clan, and adhocracy cultures. Employees are expected to meet high demands and achieve results in order to stay competitive on the market, moreover, to beat and to keep ahead of competitors. Competitiveness and productivity are essential values.

Table 9 shows that the opinion of blue collar workers is different. According to their perception, **hierarchy culture** with dominant features such as keeping within rules, regulations is preferred in Slovak wood-processing enterprises. Aspects necessary for success are to minimize costs while meeting deadlines.

Mutual consensus of opinions was reached in the area of future trends in corporate culture in Slovak wood-processing businesses presented in Table 9 and compared in Figure 7. According to the opinion of managers as well as blue collar workers **clan culture** that is family-like, should dominate the future. The emphasis is put on friendly atmosphere in the workplace similar to extended family as well as on long-term benefit of employees' development, morale, coherence and work environment.

Subsequently, individual areas analysed in the questionnaire OCAI were tested using statistical methods. Statistically significant differences in perception of corporate culture between managers and blue collar workers at the present time as well as in the future were verified using Student's T-test at the level of significance of 5%. From the point of view of both groups the assumption was not confirmed in any studied areas of current perception of corporate culture. On the contrary, the difference in opinions on required level of corporate culture in the course of five years was confirmed using Student's T-test. Results are presented in Tables 10 – 12. Statistically significant differences in perception of corporate culture are in bold.

Organizational Leadership was the first area, where the opinions of managers and blue collar workers on the future trends of corporate culture were significantly different. The results in Table 10 also show that the alternative A was less important from the point of view of managers than blue collar workers. The percentage reflecting the opinion of managers was 23.74%; on the other hand, evaluation of this alternative by blue collar workers was 32.25%. Following the results we can state that blue collar workers perceive managers especially as mentors and supporters.

Tab. 10 Results of Student's T-test of future trends in the area of Organizational Leadership.

	Average		Value of test statistics	Degrees of freedom	p-level
	Managers	Blue collar workers			
A	23.74	32.25	2.72	208	0.007
B	30.35	25.33	-1.90	208	0.059
C	13.74	15.77	0.99	208	0.322
D	32.17	26.65	-1.79	208	0.075

Tab. 11 Results of Student's T-test of future trends in the area of Management of Employees.

	Average		Value of test statistics	Degrees of freedom	p-level
	Managers	Blue collar workers			
A	39.24	32.79	-2.23	184.47	0.027
B	20.45	20.50	0.02	181.90	0.984
C	14.04	15.09	0.55	208	0.581
D	26.26	31.62	2.07	208	0.039

Table 11 presents that the evaluation of the alternatives B and C in the area of **Management of Employees** was by managers and blue collar workers the same, approximately 20% (the alternative B) or 14–15% (the alternative C). Therefore, statistical significant differences in both alternatives were not detected. The significant difference in opinions in the alternative A was detected using Student's T-test. Statistically significant difference was observed also in the area of **Management of Employees** in the alternative D. The evaluation of the mentioned alternative was at the level of 26.26% by managers and 31.62% by blue collar workers presented in Table 11. Following the results we can state that team work and cooperation are more important for managers than for blue collar workers.

Opinions of managers and blue collar workers on trends of corporate culture for the future are in the area of **Organization Glue** the same, especially in the alternatives A, B and D (Table 12). They were evaluated by respondents in very similar way. Opinions of managers and blue collar workers are significantly different in the alternative C presented in Table 12. The percentage reflecting the opinion of managers is 24.65%; on the other hand, evaluation of this alternative by blue collar workers is 18.74%. The difference can be considered statistically significant. It is presented in Table 12 in bold. Following the results can be stated that achieving goals and success are key aspects for managers.

Tab. 12 Results of Student's T-test of future trends in the area of Organization Glue.

	Average		Value of test statistics	Degrees of freedom	p-level
	Managers	Blue collar workers			
A	32.27	33.96	0.57	208	0.572
B	22.02	25.27	1.46	208	0.145
C	24.65	18.74	-2.66	208	0.008
D	21.06	22.03	0.42	208	0.678

The outcomes reveal that, according to managers' opinion, market culture dominates Slovak wood-processing enterprises. This type of culture focuses on the organisation's external effectiveness by pursuing enhanced competitiveness and emphasising organisational effectiveness, fast response, and customer focus (FIORDELISSI – RICCI 2014). On the other hand, the opinion of blue collar workers is different. According to their perception identical with outcomes of the research studies, hierarchy culture is preferred in Slovak wood-processing enterprises (BALOGH *et al.* 2011, JAEGER – DESMOND 2013, Matraeva *et al.* 2016). Hierarchy culture is supported by an organisational structure driven by control mechanisms, and the corporate aim is creating value through internal improvements in efficiency, the implementation of better processes (e.g., by the extensive use of processes, systems, and technology) and quality enhancements (such as statistical process control and other quality control processes) (FIORDELISSI – RICCI 2014). Opinions of managers and blue collar workers are essential for future trends in corporate culture in wood-processing businesses in Slovakia. They are identical in this area. Both studied groups ask for clan corporate culture in Slovak wood-processing enterprises in the course of next five years. Our outputs confirm the research studies of HITKA *et al.* (2015, 2012) as well. We can suggest this trend for the future because clan culture focuses on its employees and attempts to develop human competencies and strengthen organisational culture by building consensus. The underlying logic is that human affiliation produces positive affective employee attitudes directed toward the organisation. The goal of this culture is to develop cooperative processes and attain cohesion through consensus and broad employee involvement, e.g., clarifying and reinforcing organisational values, norms, and expectations, developing employees and cross-functional work groups, implementing programmes to enhance employee retention, and fostering teamwork and decentralised decision making.

Companies with this culture usually succeed because they hire, develop, and retain their human resource base (FIORDELISSI – RICCI 2014). Moreover, according to AHMAD *et al.* (2012) technology, processes and organizational structure can be copied but the value that competent and dedicated employees can bring to companies cannot be easily taken away.

CONCLUSION

Corporate culture can be recognised in all enterprises and organisations but people are often not aware of it. Many enterprise processes are based on corporate culture. Moreover, it is a tool helping employees find the right way in activities and approaches to work. It is described by means of various symbols and features and is designated for employees (FLEŠKOVÁ – PODOLCOVÁ 2010). Corporate culture affects the enterprise management significantly. It can be understood as a framework that will guide decision-making processes of managers and workers as well. Therefore, it can help, in some way, make course of events easier and clearer for employees. It affects management processes in the enterprise at all levels of hierarchy (BEDRNOVÁ – NOVÝ 1998). Senior management plays an important role in creating the corporate culture.

Many culture researchers have devoted numerous articles to the nature and definitions of culture. Other authors observe that corporate culture is the main factor affecting the efficiency and success of an enterprise but no research studies have dealt with the analysis of perception of corporate culture in wood-processing businesses from the point of view of managers and blue collar workers so far. This research was the first of its kind. Hypothesis was tested using Student's T-test. The aim of the test was to accept or to reject the assumption that there are significant differences in desired level of corporate culture from the point of view of managers as well as blue collar workers. The hypothesis was accepted forasmuch as four statistically significant differences in perception of corporate culture from the point of view of managers and workers were mentioned. Different preferences of managers and workers can be, for example, due to workload. While the workplace of blue collar workers in wood-processing businesses is usually in exterior, managers work mainly in interior. The perception of corporate culture mirror the way of life of managers and workers, thus the living and working conditions, respectively. In the future the perception of corporate culture from the point of view of managers as well as blue collar workers might change. Therefore, we recommend carrying out the analysis of corporate culture regularly. The emphasis should be put on friendly atmosphere in the workplace similar to extended family as well as on long-term benefit of employees' development, morale, coherence and work environment.

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