

**KLAIPĖDA UNIVERSITY**

**JURGITA PAUŽUOLIENĖ**

**ASSESSMENT OF ORGANIZATIONAL CULTURE IN  
SOCIALLY RESPONSIBLE ORGANIZATIONS**

Summary of Doctoral Dissertation  
Social Sciences, Management (03S)

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**Scientific supervisor:**

Prof. Dr. Ligita Šimanskienė (Klaipėda University, Social Sciences, Management 03S).

The doctoral dissertation is defended in the Management Science Field Board of Vytautas Magnus University, Klaipėda University, Aleksandras Stulginskis University, Mykolas Romeris University and Šiauliai University:

**Chairperson:**

Prof. Habil. Dr. Julius Ramanauskas (Klaipėda University, Social Sciences, Management 03S)

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Prof. Dr. Rimantas Stašys (Klaipėda University, Social Sciences, Management, 03S)

Prof. Habil. Dr. Tatjana Muravska (University of Latvia, Latvia, Social Sciences, Management, 03S)

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Address: Minijos St. 153, LT-93185, Klaipėda, Lithuania.

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**KLAIPĖDOS UNIVERSITETAS**

**JURGITA PAUŽUOLIENĖ**

**ORGANIZACINĖS KULTŪROS  
VERTINIMAS SOCIALIAI  
ATSAKINGOSE ORGANIZACIJOSE**

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**Mokslinė vadovė:**

prof. dr. Ligita Šimanskienė (Klaipėdos universitetas, socialiniai mokslai, vadyba 03S).

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**Pirmininkas** – prof. habil. dr. Julius Ramanauskas (Klaipėdos universitetas, socialiniai mokslai, vadyba 03S)

**Nariai:**

prof. dr. Irena Bakanauskienė (Vytauto Didžiojo universitetas, socialiniai mokslai, vadyba 03S)

prof. dr. Rima Žitkienė (Mykolo Romerio universitetas, socialiniai mokslai, vadyba 03S)

prof. dr. Rimantas Stašys (Klaipėdos universitetas, socialiniai mokslai, vadyba 03S)

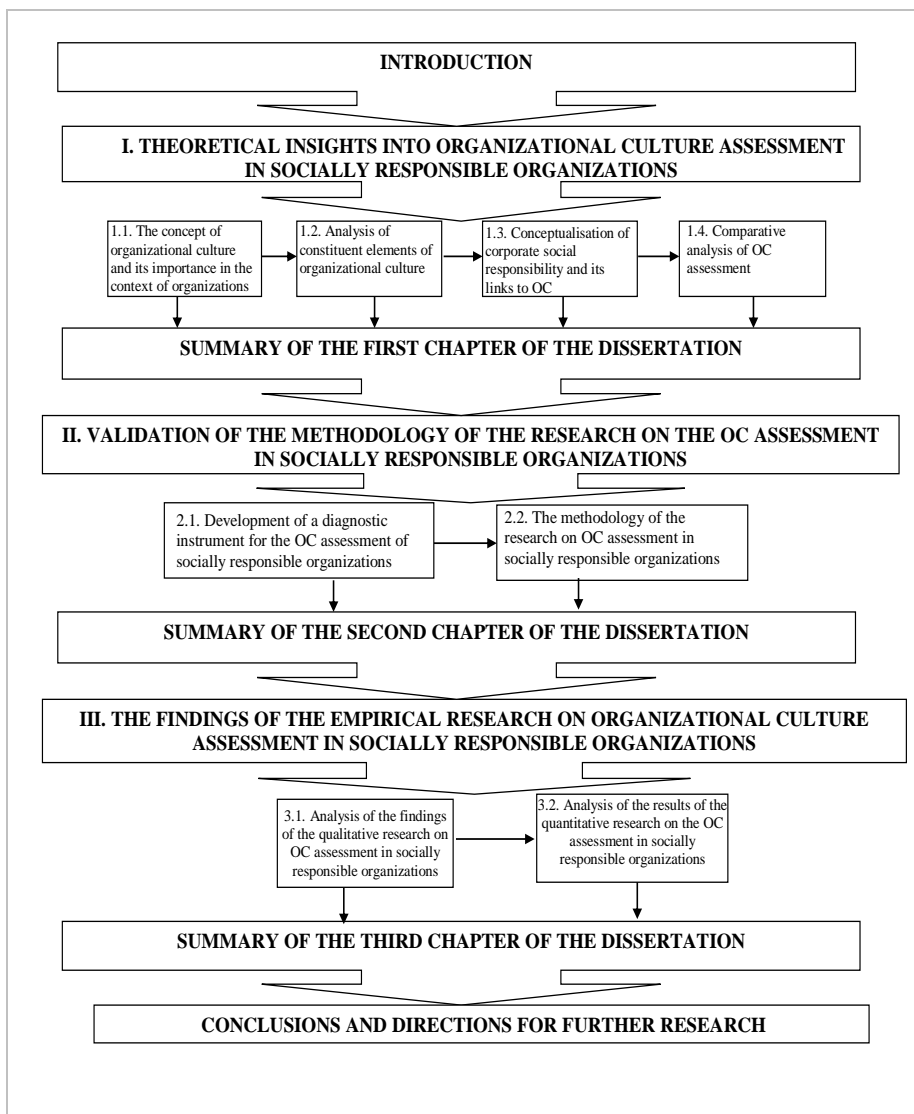
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**Fig. 1.** Dissertation structure

## INTRODUCTION

**Relevance of the topic.** The organizational culture has been the subject of extensive research since 1980. Some of the most popular researchers of organizational culture of that time (Hofstede, 1981; 1983; Deal & Kennedy, 1982; Schein, 1984; 1990; 1992; Peters & Waterman, 1982; Wilkins & Ouchi, 1983; Cameron & Quinn, 1999; Denison 1984; 1990) are considered to be the originators of the OC concept. At that time, organizational culture was an area of research offering guidelines for managers who were looking for new methods for the organisational performance improvement. The reason why organizational culture as an important instrument for the assessment of organisational performance has been ignored for such a long time is that the organizational culture is based on values, assumptions, or expectations which are difficult to understand and examine in an organization. It took some time until managers understood the importance of organizational culture for relationships among employees and its impact on the quality of performance. The prevailing paradigm of organizational culture in the context of various types of organizations has been formulated in the scholarly literature on the subject of organizational culture published since 1980.

According to some researchers (Alvesson, 2002; Barbars, 2015), the issue of organizational culture is one of the key issues of academic research and management practice. Even organisations where culture issues are paid little attention are introducing the ideas and norms of socially acceptable culture. It is not an easy task to understand the phenomenon of organizational culture, although it has been a subject of increasing interest to many researchers. There is no consensus in the discussion among researchers as to what particular definition should be used to describe organizational culture, i.e. whether the dominant culture in an organization is organization culture or organizational culture. Their theoretical insights outlining the concept of organizational culture encompass the core elements that reveal organizational culture, therefore the concepts describing organization culture and organisational culture often highlight the same characteristics (Stundžė, 2010). However, with reference to the insights of some researchers (Daft, 2002; 2010; Šimanskienė, 2002b; Шейн,

2002; Alvesson, 2002) to the effect that the organization culture is a self-developing culture in an organization, while the organizational culture is being created by managers or persons in charge, the author of the present doctoral dissertation decided to use the concept *organizational culture*, because the subject matter of analysis in the present dissertation is, in principle, the culture which is being purposefully created in organizations.

E. Schein (1984, 1990, 1992, 2004) was one of the first to define the organizational culture and to offer a three-level model for its assessment, which has been still quite frequently cited and applied by other researchers. The author maintains that over the last two decades the concept of *organizational culture* has been quite widely used by researchers and managers of organizations to define the common climate and practice which is being implemented by an organisation together with its employees is striving for the fostering of values. Over the last decade, organizational culture has attracted considerable interest (Barbars, 2015). To date, it is analysed in various contexts, but is still defined differently, although the notions of the OC itself are very similar. Quite a large number of instruments for the assessment of organizational culture has been developed, however, it should be noted that the assessment instruments (Hofstede, 1981; 1983; 1994; Schein, 1984; 1990; 1992; Denison, 1984; 1990; Cameron & Quinn, 1999) most often chosen to evaluate organizational culture are the ones that were developed a few decades ago and have been widely applied by Lithuanian and foreign researchers.

The author of the dissertation chose to make the assessment of organizational culture in the context of socially responsible organizations since, supposedly, the organizational culture and the corporate social responsibility (CSR), as well as their impact on the performance of an organization and on each of its individual members, makes an important part of the management of an organization. According to some researchers (Dobson, Starkey, Richards, 2004), the development and implementation of organizational culture in an organization is deemed to be the cornerstone of the contemporary management. It is emphasised that organizational culture helps to survive in the market, to acquire competitive advantage, to gain higher profit, to ensure long-term success (Švagždienė, Čepienė,

Bradauskienė, 2011; Uddin, Luva, Hossian, 2013), to satisfy consumers' needs and the public interests in a better way (Rizescu, 2011), and to reduce social tension between an organization and the society. Organizational culture encompasses the efforts of all employees, stems from the shared values of people, and reveals the level of employees' identification with the organization (Barbars, 2015). Employees seek employment in organizations where they are fairly treated and their interests are respected. The ideology of corporate social responsibility encourages business companies to create an environmentally friendly social atmosphere. Socially responsible organizations harmonize labour relationships and actively promote a social dialogue with the society and the employees of the organization. When planning their activities, they take into account both the positions of the stakeholders and expectations of the society, thereby ensuring transparency in management and maintaining ethical relationships with partners, as well as contributing to a favourable general business climate in the country. The possibilities for the CSR implementation may be limitless, however, for an organisation it is important to choose what is the most relevant to its operation and what helps to manage its reputation in a proper way. According to the author of the dissertation, the issues of creation and modification of organizational culture should be relevant to socially responsible organizations, as it would allow them to apply the CSR principles in their activities. Therefore, in the present doctoral dissertation the assessment of organizational culture is made in the context of socially responsible organizations.

It should be noted that there is quite a large number of research works on the subject of organizational culture, however, the key focus in the dissertation is made on the research works that analyse the elements of organizational culture and its assessment methods and instruments by dissociating from numerous studies that analyse the typologies of OC. The dissertation mainly focuses on the methods of research applied to the OC assessment, with an attempt to find out which research methods are the most relevant to the OC assessment. The focus is also made on the OC assessment instruments with the aim of discerning the criteria for the OC assessment. The dissertation develops the methodology for the OC assessment and a diagnostic instrument (questionnaire) that has been adapted for socially



responsible organizations (as opposed to the organizations as a control group which have not declared themselves as socially responsible).

### **Research problem and the level of its investigation**

To date, organizational culture is analysed in more diverse contexts, and the concept of OC (Balan, Lile, 2013) or the OC assessment – popular subjects of study at the beginning of the OC research – rather seldom become subjects of analysis. OC is often attributed to certain managerial aspects, such as *job satisfaction* (Yiing, Ahmad, 2009; Bigliardi et al., 2012; Gallato et al., 2012; Tong et al., 2014; Dan et al., 2014; Belias, Koustelio, 2015), *impact on the organizational or employees' performance* (Lim, 1995; Ahmad, 2012; Shahzad et al., 2012; Uddin et al., 2013), *quality management* (Kaziliūnas, 2004; Jung et al., 2008; Baird et al., 2011; Bourini et al., 2013; Gimenez-Espin et al., 2013), *leadership* (Kwantes, Baglarsky, 2007; Ke, Wei, 2008; Diers, 2011; Buble, 2012; Gallato et al., 2012; Giritli et al., 2013; Meng, 2014; Abdullah et al., 2014; Arifin et al., 2014; Dan et al., 2014), etc. The OC analysis is performed in the context of both small and large organizations; it encompasses both business entities and governmental organizations. There is increasing talking about *innovation* (Khazanchi et al., 2007; Jucevičius, 2009; Stripeikis, Ramanauskas, 2011; Abdullah et al., 2014; Park et al., 2015) or *knowledge* (Balthazard, Cooke, 2004; Yiing, Ahmad, 2009; Campbell, 2009; Pastor, 2011; Rai, 2011; Adaileh, Atawi, 2011; Nguyen, Mohamed, 2011; Moradi et al., 2012; Bigliardi et al., 2012; Tong et al., 2014; Chang, Lin, 2015; Islam et al., 2015; Prado-Gasco et al., 2015). based organizational culture

So far, many researchers (Bellou, 2010; Racelis, 2010; Khan, Rashid, 2012; Subanidja et al., 2013; Tong & others, 2014; Chang, Lin, 2014; Campbell, Goritz, 2014; Deem et al., 2015; Kanpp, 2015; Barbars, 2015; Cao et al., 2015; Shao et al., 2015; Khosla, 2015; Hopkins, Scott, 2016) have still been referring to E.H.Schein's (1992) definition of OC. The originators of the OC notion (Hofstede, 1980; 1983; Deal & Kennedy 1992; 1982; Schein, 1983; 1992; 1995; Peters & Waterman, 1982; Ouchi & Wilkins, 1985; Denison, 1990; Cameron & Quinn, 1999, etc.) have remained among the quite frequently cited ones.

Despite the popularity and relevance of OC as a research object, there has not been a common consensus on the OC concept as a general instrument for the assessment of organizational culture. The dissertation emphasises the fact that even presently researchers that analyse and evaluate organizational culture refer to the assessment instruments developed a few decades ago, irrespective of the context of organization where the assessment is being made. Some instruments of the OC assessment have been modified in view of changes in organizations. The most popular and the most often used OC assessment instruments by researchers in the field of social sciences include K. S. Cameron & R. E. Quinn (1999) *Organizational Culture Assessment Instrument*, OCAI), applied to various studies (Igo, Skitmore, 2006; Mozaffary, 2008; Pekkanen, 2010; Liviu, Claudia, 2010; Dubkevic, Barbars, 2010; Gupta, 2011; Valencia et al., 2011; Patapas, Labenskytė, 2011; Dilienė, Liesionis, 2012; Ruževičius et. al., 2012; Giritli et. al, 2013; Lukas, Whitwell, Heide, 2013; Nukic, Matotek, 2014; Šimanskienė, Gargasas, Ramanauskas, 2015; Knapp, 2015; Pakdil, Leonard, 2015 et al.) and are considered to be one of the fifty most important instruments in the history of the management science.

C. A. O'Reilley et al. (1991) *Organizational Culture Profile* (OCP) is a method of measuring the culture and values at the organization level and one of the ten instruments still being used to define organizational culture (Vandenberghe, 1999; Cable, Parson, 2001; Sarros, Gray, Densten, 2003; Lee, Yu, 2004; Marmenout, 2007; Fidock, Talbot, 2008; Bellou, 2010; Sarros, Cooper, Santara, 2011; Marchand, Haines, Dextras-Gauthier, 2013, etc.).

D. Denison (2000) *Denison Organization Culture Scale* (DOCS) allow organizations to monitor and evaluate organizational culture. The DOCS focuses on certain factors (they are discerned referring to the research practice) that affect the results of organizational performance; the DOCS scale has been extensively applied by researchers (Mobley, Wang, Fang, 2005; Davidson, Coetzee, Visser, 2007; Yilmaz, Ergun, 2008; Katiliūtė, Stanikūnienė, 2009; Sharifirad, Aaei, 2012; Ahmad, 2012; Momeni, Marjani, Saadat, 2012; Nongo, Ikyayon, 2012; Bukartienė, 2012; Jofreh, Masoumi, 2013; Khalili, 2014; Salajeje, Naderifar, 2014, etc.).

E. J. Wallach (1983) *Organizational Culute Index* (OCI) (Taormina, 2008; Lok, Westwood, Rhodes, Wang, 2009; Dubkevic, Barbars, 2010 et al.).

G. Hofstede et al. (1990) *Hofstede Measure of Organizational Culture* (Hofstede, 1994; Hilal, Wetzal, Ferreira, 2009, etc.) and other methods.

It has been that the context of the OC analysis is very broad, therefore, it can be maintained that organizational culture is an important subject of scientific research, still raising a lot of questions. In Lithuania, there are several doctoral dissertations written on the subject of organizational culture: N. Paulikaitė (1998), A. Poškienė (1998), L. Šimanskienė (2001), A. Aleknienė (2007), R. Klimaitienė (2011), and R. Katilienė (2014). However, neither of them analyses the assessment of organizational culture or methods or instruments applied in the OC assessment. Therefore, the OC assessment remains a problematic issue.

To sum up, one can argue that researchers tend to apply well-known and validated instruments for the OC assessment. However, the notion of organizational culture itself has changed; researchers who investigate organizational culture identify different criteria for its assessment, therefore, the validity of the existing instruments (developed a decade ago) raises serious doubts. It is particularly true with regard to modern organizations whose values have already changed. It should also be mentioned that the studies of organizational culture in socially responsible companies are seldom conducted. When analysing the scholarly literature, some research publications were found that investigate the links between OC and CSR (Ubius, Alas, 2009; Rigby et. al., 2011; Katrinli, Gunay, 2011; Abdullah, Aziz, 2013). Studies that are conducted in the context of analysis of corporate social responsibility most often address the notion of *corporate social responsibility* itself (Vaitkevičius, Stukaitė, 2009), *ethical principles and their importance for the society* (Mirvis, 2012), *employees* (Vishnubhai, 2012), *the impact on the competitiveness of an organization* (Juščius, 2008), *brand* (Arlauskienė, Vanagienė, 2011; Taleghani et al., 2012; Bakanauskas, Vanagienė, 2012; Plungpongpan et al., 2016), *innovation* (Vilkė, 2014), etc. Although there is quite a large amount of conducted research, the OC in socially responsible

organizations has not frequently been a subject of research. Apparently, an ideal socially responsible organization does not exist, but it should be striven for. For an organization that strives for being effective, meeting the expectations of its employees and the society, and implementing the CSR principles, it would be useful to emphasise the issue of organizational culture. Insufficient implementation of organizational culture in operation of SR organizations can result in serious problems leading to the loss of competitive advantage in the future. Although organizations have declared themselves as being SR, in many cases they pay too little attention to the organizational culture that would actually contribute to the CSR fostering.

**The problem of the research.** Neither a methodology nor an instrument have been developed for the assessment of organizational culture which would encompass the OC elements and the criteria appropriate to the assessment of socially responsible organizations. The validation of the methodology and the developed diagnostic instrument for the OC assessment would help socially responsible organizations to gain a better understanding of the phenomenon of organizational culture and would facilitate its assessment and use for organizational development.

**The following research problem has been formulated in the doctoral dissertation:**

What methods and criteria of the assessment of organizational culture are the most appropriate to assess the organizational culture of socially responsible organizations?

**The subject of the research:** organizational culture.

**The aim of the research:** to make the assessment of the organizational culture of socially responsible organizations by means of the developed diagnostic instrument for the OC assessment in socially responsible organizations.

To achieve the aim of the dissertation, the following research **objectives** have been addressed:

1. To analyse the concept of organizational culture (OC) and its constituent parts in order to disclose the links between organizational culture and corporate social responsibility.

2. To consider the instruments applied for the OC assessment when identifying the criteria for the development of a diagnostic instrument for the OC assessment in socially responsible organizations.

3. To develop a diagnostic instrument for the OC assessment in socially responsible organizations using an expert panel to review the instrument.

4. To validate the methodology of the research on organizational culture assessment in socially responsible organizations.

5. On completion of the empirical research, to make the assessment of the organizational culture in the context of socially responsible organizations.

### **Significant contribution and theoretical implications of the research**

*Significant contribution.* Both the qualitative and quantitative research methods were applied in the present doctoral dissertation to make the OC assessment in the context of socially responsible organizations.

For the first time in Lithuania, an analysis of documents of 44 socially responsible organizations was performed in the course of the OC assessment conceptualizing the organizational culture of socially responsible organizations. It allows for a more detailed analysis of the organisations selected for the research upon having evaluated their own approach to the dominant organizational culture.

The methodology of the research on the organizational culture assessment in socially responsible organizations has been developed on the basis of quantitative research, detailing the methodological framework of the research, the parameters, and the consistency of the research. The developed methodology allows one to assess and to compare organizational cultures in the context of socially responsible organizations.

The diagnostic instrument for the OC assessment in socially responsible organizations has been developed which helps to attain a better understanding of the organizational culture of SR organizations and to make its assessment by means of the developed diagnostic instrument and methodology.

The conducted research on the OC assessment in socially responsible organizations extends the area of qualitative and

quantitative research conducted by Lithuanian researchers. It should be noted that Lithuanian researchers rather seldom conduct research on the OC assessment in socially responsible organizations, because an instrument for the OC assessment in the context of socially responsible organizations has not been developed and adapted yet.

*Theoretical implications.* The systematised scholarly literature and research works on the subject of organizational culture allow for a better understanding of the importance of assessment of the organizational culture in the context of socially responsible organizations.

On having performed an analysis of scholarly literature, the key components of OC have been conceptualised, the links between OC and CSR have been defined, and the OC assessment criteria have been identified, all of which resulted in new academic insights.

On the basis of the performed analysis of OC instruments, the key criteria of the OC assessment that encompass all constituent elements of OC have been identified, although these elements were not included in the majority of the analyzed instruments. On the basis of the discerned criteria, a diagnostic instrument for the OC assessment in socially responsible organizations has been developed and validated.

### **Practical implications of the research**

Practical implications of the research include the introduction of the developed diagnostic instrument for the OC assessment in socially responsible organizations that will help managers and employees of organizations to gain a better understanding of the importance and complexity of the OC assessment and to make the OC assessment in the context of SR organizations. The prepared methodology of organizational culture assessment and the developed diagnostic instrument for the OC assessment in socially responsible organizations provides a possibility to compare and assess organizational cultures in the context of socially responsible organizations. The developed instrument can also be used in the works of other researchers and practitioners in the field.

Scientific analysis of the OC assessment allowed validating the practice of the OC assessment in the context of socially responsible organizations. The conducted research provided a basis for recommendations on managerial decisions for socially responsible

organizations and for more detailed research on OC assessment. The offered managerial decisions can be used by all socially responsible organizations.

The diagnostic instrument for the OC assessment in socially responsible organizations was tested in three socially responsible organizations in Lithuania by making an assessment of organizational culture and providing a practical basis for the OC assessment in future. Large organizations have already used the research findings and the offered managerial decisions in practice for the improvement of their organizational culture.

The conducted research will be relevant to managers, CEOs of organizations, and researchers who are interested in the field of the OC assessment.

**The methods of the research.** In order to address the research problem at the theoretical level, the following methods were used: analysis of research literature sources, systematisation, synthesis, generalization, and comparison. Scholarly literature and the research findings by both Lithuanian and foreign authors were analysed. Both quantitative and qualitative research and data processing methods were applied in the empirical research on the organizational culture assessment in socially responsible organizations. The research on the organizational culture assessment in socially responsible organizations was conducted in several stages. *In the first stage*, the criteria for the assessment of organizational culture in socially responsible organizations were identified. On the basis of the identified criteria, a diagnostic instrument for the OC assessment in SR organizations was developed. An expert panel review was performed with the aim of finding out whether the identified criteria of organizational culture and the statements attributed to each criterion were appropriate for the planned research on the assessment of the organizational culture in socially responsible organizations. *The second stage of the research comprised* qualitative research that was conducted to make the assessment of organizational culture on the basis of the identified criteria. SR organizations' websites, SR organizations' reports, and documents available in the virtual environment were analysed. *The third stage of the research* included quantitative research, i.e. a questionnaire survey. By means of the developed diagnostic instrument,

the assessment of the OC in the context of socially responsible organizations was made by conducting a survey of employees. To compare the data, the organizations which have not joined the UN Global Compact network were selected as a control group. The collected empirical data were processed using the SPSS (*Statistical Package for the Social Sciences*) programme.

### **Limitations of the research**

The empirical research of the present doctoral dissertation was conducted applying the methods of analysis of documents and websites and a questionnaire survey, however, due to the broad scope and depth of the research, the observation method, which would have helped to make a more detailed assessment of the organizational culture in socially responsible organizations, was not applied. On the other hand, the observation method is appropriate only for the assessment of the organizational culture in a particular organization, while in the doctoral dissertation it was decided to analyse more than one organization and to generalise the gathered data, while in the case of observation, it would not have been possible to generalize the data of several organizations, besides, it would have meant considerable time costs.

It should also be noted that the number of SR organizations in Lithuania varies year-to-year, therefore, in the course of our qualitative research in 2015, an analysis was performed of 64 Lithuanian organizations - members of the UN Global Compact network at that time. In 2016, the number changed, yet the organizations that were not participants of the UN Global Compact network in 2015 were not included in the research sample, and the organizations that no longer belonged to the network were not eliminated from the research.

**Structure and size of the dissertation.** The dissertation consists of an introduction, three chapters, conclusions, references, and appendices (see Fig. 1). The paper comprises 178 pages (not including appendices), 36 tables, 46 figures, and 7 appendices. The list of the references contains 398 entries.



# **1. THEORETICAL INSIGHTS INTO THE ORGANIZATIONAL CULTURE ASSESSMENT IN SOCIALLY RESPONSIBLE ORGANIZATIONS**

## **1.1. The concept of organizational culture and its importance in the context of organizations**

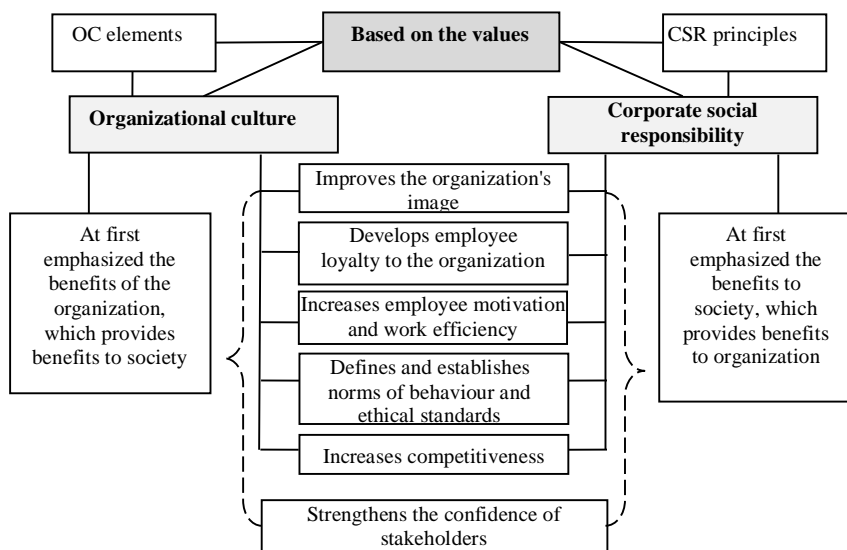
The performed analysis of the concept of organizational culture allows making an assumption that the organizational culture encompasses several characteristics. Firstly, organizational culture is based on the values consistent with the aims of an organization and the personal values of employees. Secondly, organizational culture in every organization is unique and adapting to the ever-changing environment. Thirdly, it is maintained through the use of symbols, slogans, stories, ceremonies and other elements of its representation. It is also important to mention that organizational culture cannot exist without the employee support. While performing a number of functions, OC facilitates communication among the staff members, promotes ethical conduct, and allows employees to develop better understanding of themselves and the organization. The importance of OC at the organizational level lies in the fact that it increases competitive advantage and develops the sense of the employee engagement and commitment. Quite a few managers are expected to agree that in such a dynamic and constantly changing environment, the OC featuring more progressive characteristics would determine more successful and more effective performance of an organization.

## **1.2. Analysis of constituent elements of organizational culture**

The basic elements conceptualizing organizational culture include values (beliefs), heroes/leaders, symbols, histories, rituals (ceremonies, traditions), and the cultural communication network (language). The present doctoral dissertation maintains the approach that, to understand and make assessment of organizational culture, the identified OC elements have to be analysed and assessed, since they represent the constituent elements of organizational culture.

### 1.3. Conceptualisation of corporate social responsibility and its links to organizational culture

The OC and CSR are the concepts of the mode of operation of organizations with reference to which the organizations include the social, ethical, and value-based dimensions into their performance and pay attention to the relationships with the stakeholders. The striving for the assumption of higher than required goals of operation contributes to the improvement of organizational performance by harmonizing labour relationships and actively participating in the social dialogue. In modern business, CSR and organizational culture make integral components of successful performance and are important aspects of corporate management (Ubius, Alas, 2009). A CSR-favourable environment is likely to be created in the organizational culture that features such characteristics as teamwork, has employee involvement programmes, and assumes organizational commitments to employees, or where flexibility, creativity, and ability to adapt in order to promptly respond to changes make important components of operation (Tauginienė, 2016).



**Fig. 2.** Corporate social responsibility and organizational culture links

It is evident that the key focus of CSR and organizational culture is made on the welfare of employees and excellence of organizations. OC and CSR links are defined in Figure 2.

To sum up Fig. 2, it can be maintained that both CSR and OC improve the image of an organisation, develop the employee loyalty to the organization, define, establish, and embed the norms of conduct, ethical standards, etc. In this case, the image and reputation of a company mainly depends on the trust of the stakeholders. With reference to that approach, the stakeholders play an important role both in the OC and CSR initiatives.

The performed analysis of the links between OC and CSR revealed that the organizations that implement the OC and CSR principles improve their image in the society, ensure the employee loyalty, and increase their motivation and trust in the organization. Purposeful integration of the CSR principles and elements of organizational culture into the activities of the organization can contribute to the strengthening of the relationships of the organization with its stakeholders.

#### **1.4. Comparative analysis of the organizational culture assessment**

There is a wide variety of OC assessment instruments, but the author chose to analyse 14 of them. The most frequently cited and applied instruments of the OC assessment were selected; also, purely theoretical instruments were deliberately chosen. In the present dissertation, the variety of instruments was important in order to find out which criteria were the most frequently applied by researchers to make an assessment of organizational culture. The dissertation provides a brief presentation and discusses (focusing on the criteria that are applied by researchers in OC assessment) the instruments selected for the analysis of the OC assessment. The OC assessment instruments are provided in Table 1, starting from the most frequently cited ones (applied in the OC research) to theoretical OC assessment instruments, not tested in practice yet.

Table 1

**Organizational culture assessment instruments**

No	Scientists	OC assessment instruments	Applied other scientists
1.	K. Cameron & R. Quinn (1999; 2001)	<i>Organizational Culture Assessment Instrument – OCAI</i>	Igo, Skitmore, 2006; Mozaffary, 2008; Padma, Nair, 2009; Pekkanen, 2010; Dubkevic, Barbars, 2010; Zavyalova, Kuchеров, 2010; Choi et al., 2010; Liviu, Claudia, 2010; Gupta, 2011; Valencia, Jimenez, Valle, 2011; Patapas, Labenskytė, 2011; Diliene, Liesionis, 2012; Suderman, 2012; Okbagaber, 2012; Ruževičius et al., 2012; Lukas, Whitwell, Heide, 2013; Giritli, Yazici, Topcu-Oraz, Acar, 2013; Espin Jimenez, Costa, 2013; Nukic, Matotek, 2014; Murawwi et al. 2014; Šimanskienė, Gargasas, Ramanauskas, 2015; Knapp, 2015; Pakdil, 2015; Belias, Koustelios, 2015
2.	C. A. O'Reilly at al. (1991)	<i>Organization Culture Profile – OCP</i>	Vandenbergh, 1999; Cable, Parson, 2001; Sarros, Gray, Densten, 2003; Lee, Yu, 2004; Marmenout, 2007; Fidock, Talbot, 2008; Bellou, 2010; Sarros, Cooper, Santara, 2011; Vveinhardt, Gulbovaitė, 2012; Marchand, Haines, Dextras-Gauthier, 2013
3.	D. R. Denison (2000; 2006)	<i>Denison Organizational Culture Scale – DOCS</i>	Fey, Denison, 2003; Mobley, Wang, Fang, 2005; Davidson, Coetzee, Visser, 2007; Yilmaz, Ergun, 2008; Katiliūtė, Stanikūnienė, 2009; Sharifirad, Aaei, 2012; Ahmad, 2012; Nongo, Ikyayon, 2012; Carter et al., 2012; Bukartienė, 2012; Momeni, Marjani, Saadat, 2012; Jofreh, Masoumi, 2013; Khalili, 2014; Salajeque, Naderifar, 2014; Pavlica, Jarošova, 2014
4.	R. A. Cooke, J. C. Lafferty (1984; 1987)	<i>Organizational Culture Inventory – OCI</i>	Xenikou, Furnkam, 1996; Jehn, 2002; Yauch, Steudel, 2003; Balthazard, Cooke, 2004; Balthazard et al., 2006; Xenikou, Simosi, 2006; Kwantes, Boglarsky, 2007; Bilsky, Johnson, 2009; Cooke, Szumal, 2013; Prado-Gasco et al., 2015
5.	E. J. Wallach (1983)	<i>Organisational Culture Index – OCI</i>	Yahyagil, 2006; Lok, Westwood, Rhodes, Wang, 2009; Taormina, 2008; Dubkevic, Barbars, 2009; Choi, 2009; 2010; Roper, 2011; Hajipour, Ghanavati, 2011; Chow, 2012; Khan, Rashid, 2012; Bigliardi et al., 2012
6.	G. Hofstede, B. Neuijen, D. D. Ohayv, G. Sanders (1990)	<i>Hofstede's Measure of Organisational Culture</i>	Hofstede, 1994; Kirkman, Shapiro, 2001; Hilal, Wetzel-Ferreira, 2009; Bos, Dauber, Springnagel, 2011; Peterson, 2014
7.	M. Sashin (1990; 1997)	<i>Organizational Culture Assessment Questionnaire – OCAQ</i>	Wallace, Weese, 1995; Kriemadis et al., 2008; 2009; Althaynek, Wezermes, 2008; Sashkin, Rosenbach, 2013
8.	<i>Office of Personnel Management</i> (1990; 1993; 2005)	<i>Organizational Assesment Survey – OAS</i>	Sandvik, Sypher, 2009; Morandi, Saba, Azimi, Emami, 2012; Park, Lee, Kim, 2015
9.	P. Saville, R. Holdsworth (1993; 2000)	<i>Corporate Culture Questionnaire – CCQ / Corporate Culture Lite Questionnaire – CCQ lite</i>	Walker et al., 1996; Roos, Van Eeden, 2008; Grande, Geldenhuys, 2008; Roos, van Eeden, 2008; Adbulkareem et al., 2015
10.	T. Reiman, P. Oedewald (2002)	<i>Culture Questionnaire in the Contextual Assessment of Organisational Culture – CAOC</i>	Reiman, Oedewald, 2002; Reiman et al., 2004
11.	R. Reigle (2001)	<i>Organisational Culture Assessment Tool – OCA</i>	Takada, Westbrook, 2001
12.	T. L. P. Tang at al. (2000)	<i>Japanese Organizational Culture Scale – JOCS</i>	Laws, Tang, 1999; Sirikrai, 2006
13.	L. Šimanskienė, L. Sandu (2013)	<i>Organizational culture assessment method</i>	Theoretical assessment method
14.	D. Curteanu, I. Constantin (2010)	<i>Organizational culture diagnostics model</i>	Theoretical assessment method

A considerable number of instruments for the OC assessment have already been developed, however, it was not determined which

one is the most appropriate. It may depend on the context in which we would like to evaluate organizational culture. Most of the provided instruments measure OC in quantitative terms, and only a few instruments offer both qualitative and quantitative methods of research. A researcher, depending on circumstances, chooses what he deems to be more acceptable. Besides, an instrument ideally suited to one research can be unacceptable for other ones.

The discussed instruments are not easily applied in organizations, but each of them can be useful and extend the field of the management science research. It is noticed that Likert scale or rating scale is used in many OC assessment instruments. The number of the provided statements ranges from 18 to 130. Undoubtedly, it determines the time spent on the completion of a questionnaire. Some of these instruments are theoretical ones, however many of them are quite extensively applied in practice as well. Instruments differ in terms of how many and what criteria they include for the assessment of the organizational culture. The presented instruments for OC assessment mostly analyse how employees understand their working environment and only a few of them, e.g. Organization Culture Profile (OCP) or Organizational Culture Inventory (OCI), analyse the values and beliefs. Besides, it should be noted that researchers, nevertheless, usually prefer to apply such instruments for the OC assessment that are freely (publicly) accessible, e.g. the Organizational Culture Assessment Instrument (OCAI), Organization Culture Profile (OCP), or Denison Organizational Culture Scale (DOCS).

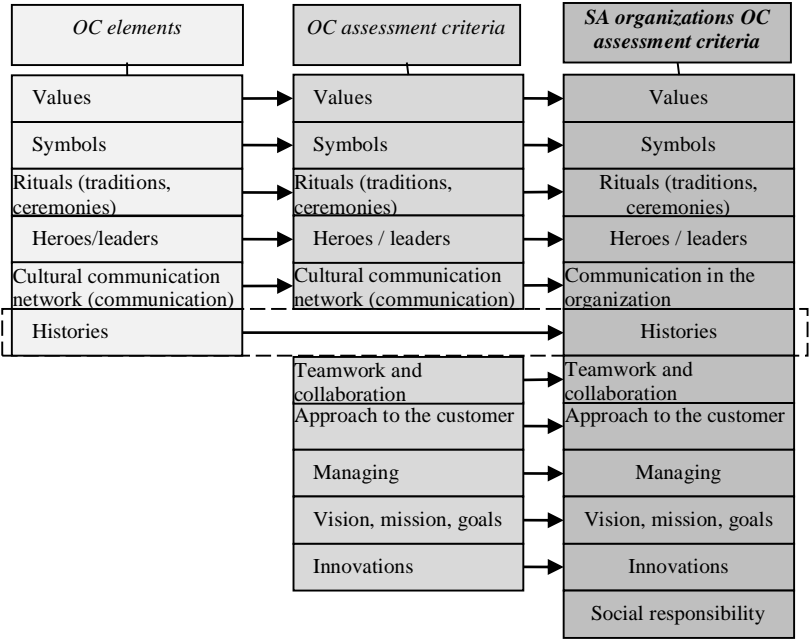
## **2. VALIDATION OF THE METHODOLOGY OF THE RESEARCH ON THE ORGANIZATIONAL CULTURE ASSESSMENT IN SOCIALLY RESPONSIBLE ORGANIZATIONS**

### **2.1. Development of a diagnostic instrument for the organizational culture assessment in socially responsible organizations**

The performed analysis of scientific literature revealed that organizational culture may be evaluated by means of different criteria in different organizations. The choice of the criteria is made on the basis

of the performed analysis of instruments for the OC assessment. In the doctoral dissertation, when developing a new diagnostic instrument for the OC assessment in SR organizations, 14 analyzed instruments for the OC assessment have been systematised and the most frequently applied criteria, such as teamwork and collaboration; values; communication in the organization (cultural communication network); approach to the customer; managing; symbols; innovations; vision, mission and goals; heroes; rituals (traditions, ceremonies), in the OC assessment have been identified. Those criteria are thought to be the most universal and the most relevant ones for the OC assessment in organizations.

OC is most often analysed by researchers on the basis of 10 criteria for the OC assessment. However, referring to the results of the performed theoretical analysis, two more criteria have been added to the identified OC assessment criteria, i.e. history and social responsibility (fig. 3).



**Fig. 3.** Organizational culture assessment criteria for socially responsible organizations

The author of the dissertation noted that, while analysing the organizational culture from the theoretical viewpoint, researchers identified such characteristic elements of organizational culture, as, e.g., stories, however, when conducting research on OC, they did not include this element. Thus, a certain gap is observed between the provided theoretical elements of organizational culture and the criteria for the OC assessment that are identified in research instruments. According to the author of the dissertation, all the identified elements of OC should also be analysed from the practical viewpoint, i.e. included into a diagnostic instrument for the OC assessment in SR organizations, therefore, *stories*, as one of the most often mentioned elements of OC, are included into the diagnostic instrument for the OC assessment in socially responsible organizations. When adapting the instrument for socially responsible organizations, social *responsibility* is included as an additional criterion for the OC assessment.

Identification of the criteria for the OC assessment allowed developing the diagnostic instrument for the OC assessment in socially responsible organizations. While developing the diagnostic instrument, the author of the dissertation also considers the fact that the context in which OC will be assessed is socially responsible organizations; therefore, she specifically adapts the instrument to such organisations. That instrument, as well as many others, can be modified by other researchers and applied in the context of other organizations.

Having systematised 14 instruments for the organizational culture assessment, 12 criteria were identified that were chosen for the assessment of organizational culture in socially responsible organizations. To evaluate the criteria, each of them was assigned 6 statements that were given a code (e.g. Values criterion is coded as V, and the statements assigned to this criterion coded as V1; V2; V3, etc.). The instrument (questionnaire) for the OC assessment was developed on the basis of research instruments proposed by other researchers, integrating some authors own questions as well. The provided statements were aligned after the expert review according to the expert comments.

In the diagnostic instrument for the OC assessment (a questionnaire), the questions are provided using a 5-score Likert scale (1 - completely disagree, five - completely agree). A respondent is

asked to evaluate the correctness of each statement rating it from 1 to 5. A Likert scale is one of the most frequently used scales, widely applied in surveys, particularly when investigating attitudes, beliefs, and opinions (Bilevičienė, Jonušauskas 2011).

Demographic questions are placed at the end of the instrument to help gathering objective data about a respondent, in this case, their education, age, gender, and position in the organization.

Expert panel review of the diagnostic instrument for the organizational culture assessment in socially responsible organisations. Expert research was performed with the aim of finding out whether the identified criteria of organizational culture and the items attributed to each criterion are appropriate for the research of the planned type on the assessment of the OC in SR organizations.

12 experts were selected for an expert review: the selected experts are researchers who have *published articles on the subject of organizational culture and hold a doctoral degree*. A diagnostic instrument (questionnaire) for the assessment of the organizational culture of socially responsible organizations was sent to the selected experts by e-mail in May, 2015. The experts were asked to evaluate whether the provided criteria of OC and the assigned statements were appropriate for the OC assessment in SR organizations. In this case, they were asked to evaluate the statements using the provided Likert scale: 1 – completely disagree that this item is suitable; 2 – disagree that this item is suitable; 3 – partly agree that this item is suitable; 4 – agree that this item is suitable; 5 – completely agree that this item is suitable. Moreover, the experts were asked to provide their comments, notes, and recommendations regarding each assessed statement.

6 experts participated in the expert panel review and expressed their opinions. Having considered their evaluations and expressed opinions, some items of the questionnaire were aligned, while others were excluded (see Fig. 4). The selected weighted average of exclusion criteria was equal or less than 3 ( $V \leq 3$ ). It was decided to leave 5 statements to each of 12 criteria. The prepared questionnaire was reviewed and aligned by a specialist of the Lithuanian language. Expert data was analysed using SPSS (*Statistical Package for the Social Sciences*) 17.5 program.



Criteria	Item code	Mean	Item suitability
Values	V1	4.2	Item corrected
	V2	4.8	Item suitable
	V3	4.2	Item corrected
	V4	4.7	Item corrected
	V5	2.6	Item declined
	V6	4.5	Item suitable
Teamwork and collaboration	TC1	5.0	Item suitable
	TC2	5.0	Item suitable
	TC3	5.0	Item suitable
	TC4	5.0	Item suitable
	TC5	2.7	Item declined
	TC6	5.0	Item suitable
Communication in the organization	CO1	4.7	Item corrected
	CO2	4.2	Item corrected
	CO3	5.0	Item suitable
	CO4	2.6	Item declined
	CO5	4.5	Item corrected
	CO6	4.5	Item corrected
Heroes / leaders	HL1	4.7	Item corrected
	HL2	5.0	Item suitable
	HL3	2.5	Item declined
	HL4	5.0	Item suitable
	HL5	4.7	Item corrected
	HL6	5.0	Item suitable
Symbols	S1	5.0	Item suitable
	S2	4.7	Item suitable
	S3	5.0	Item suitable
	S4	2.6	Item declined
	S5	5.0	Item suitable
	S6	4.7	Item corrected
Histories	H1	4.7	Item suitable
	H2	4.7	Item suitable
	H3	4.7	Item suitable
	H4	2.6	Item declined
	H5	4.8	Item suitable
	H6	4.8	Item suitable
Rituals (traditions, ceremonies)	R1	4.5	Item corrected
	R2	5.0	Item suitable
	R3	5.0	Item suitable
	R4	5.0	Item suitable
	R5	5.0	Item suitable
	R6	2.8	Item declined
Approach to the customer	AC1	4.8	Item suitable
	AC2	2.5	Item declined
	AC3	5.0	Item suitable
	AC4	4.7	Item suitable
	AC5	5.0	Item suitable
	AC6	5.0	Item suitable
Vision, mission, goals	VM1	4.8	Item corrected
	VM2	4.8	Item suitable
	VM3	5.0	Item suitable
	VM4	2.5	Item declined
	VM5	4.7	Item suitable
	VM6	4.5	Item corrected
Managing	M1	2.8	Item declined
	M2	5.0	Item suitable
	M3	4.7	Item suitable
	M4	5.0	Item suitable
	M5	4.5	Item suitable
	M6	5.0	Item suitable
Innovations	IN1	4.7	Item suitable
	IN2	4.5	Item corrected
	IN3	1.8	Item declined
	IN4	4.7	Item suitable
	IN5	5.0	Item suitable
	IN6	4.8	Item suitable
Social responsibility	SR1	4.7	Item suitable
	SR2	4.7	Item suitable
	SR3	4.3	Item corrected
	SR4	4.8	Item suitable
	SR5	4.7	Item suitable
	SR6	2.6	Item declined

**Fig. 4.** Expert data of the organizational culture assessment diagnostic instrument of socially responsible organizations

Table 3 shows a mean value of the expert review and VAR value only for the statements of the criteria for organizational culture assessment that have respective value weight and are appropriate for the research.

Table 3

**OC criteria VAR significance and mean**

Code	OC criteria	Mean	VAR
V	Values	4,5	0,56
TC	Teamwork and collaboration	5,0	0,00
CO	Communication in the organization	4,6	0,27
HL	Heroes / leaders	4,8	0,10
S	Symbols	4,8	0,11
H	Histories	4,7	0,20
R	Rituals (traditions, ceremonies)	4,9	0,09
AC	Approach to the customer	4,9	0,09
VM	Vision, mission, goals	4,7	0,18
M	Managing	4,8	0,21
IN	Innovations	4,7	0,22
SR	Social responsibility	4,6	0,24

The data of Table 3 shows that, on having excluded insignificant statements, the expert opinions were similar in the general context. The largest distribution of opinions was observed in the evaluation of the statements of the values criterion, but most of them were aligned taking into account the experts' comments. The experts' opinions regarding the selected teamwork statements are absolutely congruent. There are insignificant differences in the experts' opinions in all the other groups of criteria statements, however, they do not affect the quality of the questionnaire because the statements were aligned, their lowest rating was 4, and it meant *I agree that this item is appropriate*.

Demographic questions are placed at the end of the questionnaire. The experts have not made any comments regarding these questions, thus, it is concluded that the questions are appropriate and may be used in the questionnaire of the organizational culture assessment in socially responsible organizations. In view of the experts' comments, the instrument was aligned. *It is concluded that the diagnostic instrument for OC assessment in socially responsible organizations can be applied to SR organizations.*

## **2.2. The methodology of the research on the organizational culture assessment in socially responsible organizations**

The methods of research on the organizational culture assessment in socially responsible organizations employed in the present doctoral dissertation.

**Validation of the qualitative research.** In the present doctoral dissertation, the first step is the *analysis of documents and a website*. The analysed information is published in the virtual environment, i.e. on websites of socially responsible organizations. Reports of socially responsible organizations, their codes of conduct, strategic plans, and various publications about these organizations have been analysed. An attempt has been made to find out what criteria of organizational culture are publicly displayed in the operation of socially responsible organizations.

In order to ensure the reliability of the findings of *the qualitative research* and the number of organisations selected for the analysis, the criteria were identified; they made a basis for the screening of organizations for the analysis of the qualitative research. The aim of the screening was to select the organizations suitable for the research on organizational culture, i.e. the organizations whose organizational culture could be reliably and validly assessed.

Socially responsible organizations for *the qualitative research* were selected on a basis of the following key criteria:

- The organization should have more than 10 employees.
- It should be an active participant of the United Nations Global Compact activities.
- It should have an active website.

By the data of 2015, there were 67 organizations-participants of the United Nations Global Compact in Lithuania. On the basis of the discerned criteria, 44 of 67 organizations-members of the UN Global Compact were selected for qualitative research: 13 academic institutions, 15 small and midsize business organizations, and 16 large organizations. Organizations were classified into the above types referring to the information published in the United Nations Global Compact website. Applying the identified criteria, a screening was made, and 23 organizations were excluded from the research: 5

organizations have not been active members of the United Nations Global Compact for more than a year and they are threatened with exclusion from the UN Global Compact; two organizations do not have a website; 16 organizations have less than 10 employees, those organizations are mostly associations of various types that solely represent the interests of a certain part of the society. Following the logic that organizational culture is created by the CEOs of organizations with the help of the organization members, the organizational culture of a company that has two or five employees is more likely to be based on a personal example or a direct order of the manager, therefore, it has been assumed that, in general, insufficient attention is paid to OC, especially when organizations focus their activities on a particular part of the society and satisfaction of its interests.

In order to ensure the confidentiality of each organization, the names of the organizations are coded by the first letters describing the type of organization and figures, e.g. academic institutions: AI1, AI2, etc.; small and medium business organizations: SMB1, SMB2, etc.; large organizations: LO1, LO2, etc.

**Validation of the quantitative research.** In this case, the general population comprises Lithuanian organizations - members of the United Nations Global Compact that are involved in the corporate social responsibility initiative. In the case analysed in the present doctoral dissertation, the research sample includes three socially responsible Lithuanian organizations and three organizations that have not declared themselves as being socially responsible (they were chosen as a control group). Following the logic of the qualitative research, the analyzed organizations were classified by types: large organizations (LO), small and medium business organizations (SMB), and academic institutions (AI). Altogether, 466 respondents from the socially responsible organizations participated in the survey: 285 respondents from large organizations, 29 from SMB organizations, and 152 from academic institution. 451 respondents from a control group participated in the survey: 280 respondents from large organizations; 27 from SMB organizations, and 144 from academic institutions (Table 4).

Table 4

**The survey sample of the organizational culture assessment  
empirical research**

Survey sample	Large organization (number of employees)	SMB organization (number of employees)	Academic institution (number of employees)
General population	630	34	230
Survey sample	<b>248</b>	<b>30</b>	<b>144</b>
Survey error	±0,05	±0,05	±0,05
Validity	95 proc.	95 proc.	95 proc.
Survey sample of the socially responsible organizations	<b>285</b>	<b>29</b>	<b>152</b>
Survey sample of the control group organizations	<b>280</b>	<b>27</b>	<b>144</b>

To select a sample for the *quantitative research*, 28 socially responsible organizations were approached with an official letter requesting permission to conduct research. Only 5 of 28 organisations (2 AI; 2 SMB, ir 1 LO), i.e. 17,85%, agreed to take part in the research survey. In view of such a low consent rate, it was calculated at the same probability that 8 of 44 organizations would have agreed to participate in the survey; therefore, the rest of 16 organizations were not approached at all. Out of those 5 organizations, three organizations of different types were selected in which the survey was conducted: a production enterprise that has been engaged in the social initiative since 2008; a service company that has been engaged in the social initiative since 2011 and an educational institution that has been engaged in the social initiative since 2012. The organizations have familiarised themselves with the social responsibility initiative to a sufficient extent, as they have already been involved in this activity for quite a long time. The organizations actively collaborate with the UN in the implementation of the development programme and thus contributing to the dissemination of the social responsibility idea in Lithuania. Every year, the organisations publicly disclose the results of their progress in the implementation of corporate social responsibility by publishing social responsibility reports and thus providing the public and other stakeholders with an opportunity to learn more about their social responsibility. Publicly declared social responsibility of organizations

allows maintaining that such organizations undoubtedly implement the envisaged CSR principles in their activities, thereby contributing to the enhancement of the public and employee welfare.

In the OC assessment research, the probability screening method was applied to select the employees in organisations. All the employees of the selected organizations were provided with the possibility to take part in an opinion survey. Everyone was included into a sampling frame. With the help of the administration of the organizations, each employee was sent a link to a virtual questionnaire; employees who did not use a computer were provided with the possibility to complete a printed form of the questionnaire. The data was gathered by the method of completing a survey questionnaire both in a direct (face-to-face communication with a respondent) and an indirect (sending the questionnaires by e-mail) form.

When screening the organizations that have not declared themselves as being socially responsible (hereinafter: the control group), their size and the type of organizations were taken into account. Similar numbers of persons were surveyed in the organizations in order to obtain comparable data.

**Data Analysis Methods.** The collected empirical data were processed using SPSS (Special Package for Social Science, 17.1 version) program. In the data processing, descriptive statistics was used, such as percentiles, mean, mode and standard deviation. The data was also processed by one-factorial dispersal analysis (ANOVA) and factor analysis methods. To confirm or deny the formulated thesis statement, a nonparametric Kruskal Wallis test was used. To assess the reliability, or internal consistency, of a set of scale, Cronbach's alpha coefficient was used.

**Validation of the dissertation statements.** The performed theoretical analysis revealed that the foundations of organizational culture encompass the organization's values that make a basis for the formation of organizational culture. W. E. Hopkins & S. G. Scott (2016) emphasise that strong OC exists only in the organizations where employee behaviour is affected by values. Moreover, the performed theoretical analysis revealed that the OC and CSR are interrelated concepts (Ubius, Alas, 2009; Abdullah, Aziz 2013;

Tauginienė, 2016 and et. al.), on a basis of which organizations improve a corporate image, develop employee loyalty, increase employee motivation and the efficiency of work, etc. The links between OC and CSR are to the greatest extent disclosed through the analysis of values, therefore, the thesis statement was formulated as follows: *Values are the most significant criterion in the context of socially responsible organizations.*

Making an assumption that socially responsible organizations should be interested in the formation and modification of OC more intensively than the organizations that have not declared themselves as being *socially responsible*, the thesis statement was formulated: *organizational culture of socially responsible organizations is more strongly manifested than that of the organizations that have not declared themselves as being socially responsible.*

As organizations of various types which differ in terms of their size and the character of activities engage into the social responsibility initiative, it is assumed that the implementation of organizational culture in socially responsible organizations of different type differ, therefore the thesis statement was formulated: *the type of SR organizations have a significant impact on the implementation of organizational culture.*

### **3. THE FINDINGS OF THE EMPIRICAL RESEARCH ON ORGANIZATIONAL CULTURE ASSESSMENT IN SOCIALLY RESPONSIBLE ORGANIZATIONS**

#### **3.1. Analysis of the findings of the qualitative research on the organisational culture assessment in socially responsible organizations**

The analysis of the websites of the organizations was performed with the aim of finding out what particular criteria of organizational culture were displayed and could be seen by the public, employees of the organization, and other stakeholders. After the assessment instruments analysis was identified the main OC criteria: *values; teamwork and collaboration; communication in the organization, heroes / leaders; symbols; histories; rituals (traditions, ceremonies); approach to the customer; vision, mission, goals; managing;*

*innovations; social responsibility.* The provided criteria of organizational culture were analysed in the qualitative research.

The performed analysis revealed that the information and statements about organizational culture were available only in case of 14 organizations out of 44 analysed ones. Table 5 indicates how many criteria of organizational culture were disclosed by those 14 organizations that provided information about the organizational culture that they were implementing.

Table 5

**Organizational culture criteria visibility in the socially responsible organizations**

Organization code	V	TC	CO	HL	S	H	R	AC	VM	M	IN	SR
AI												
SMB3												
SMB5												
SMB7												
SMB9												
LO3												
LO5												
LO7												
LO8												
LO10												
LO12												
LO13												
LO14												
LO15												

It can be seen that the organizations that speak about their organizational culture provide considerable information about other criteria of the organizational culture as well. It should be noted that the greatest attention to organizational culture was paid by large organizations, while educational institutions paid the least attention to the issue.

It is concluded that organizations integrate organizational culture into their activities by shaping the culture on the basis of values, symbols, stories, rituals, traditions and other OC criteria. As the study shows, when the source of information about organizations is solely the information that is publicly available, there are quite many criteria of organizational culture, however, the actual organizational culture cannot be defined solely relying on the findings of this research.



Quantitative research was performed at the next stage of the research in order to substantiate how organizational culture is implemented by employers and how it is perceived by employees.

### 3.2. Analysis of the results of the quantitative research on the organizational culture assessment in socially responsible organizations

Six organizations took part in the survey, including three that have declared themselves as being socially responsible and have joined the UN Global Compact network. They were coded as *SR organizations*. Another three organizations were chosen as a control group (hereinafter: *CG organizations*), they are not participants of the UN Global Compact network. The organizations were chosen following the same logic as in the qualitative research, i.e. depending on their type: large organization (LO), small and medium business (SMB) organizations, and academic institutions (AI).

For the assessment of the questionnaire scale internal consistency, Cronbach's alpha coefficient was used. Table 6 shows the Cronbach's alpha coefficient value that for a properly and qualitatively composed questionnaire should be greater than 0,7. In our case, the analysis of the questionnaire scale items obtained that Cronbach's alpha coefficient for all items varies from 0,7 to 0,9. This shows that the scale is properly prepared.

Table 6

#### Questionnaire scale measure of internal consistency

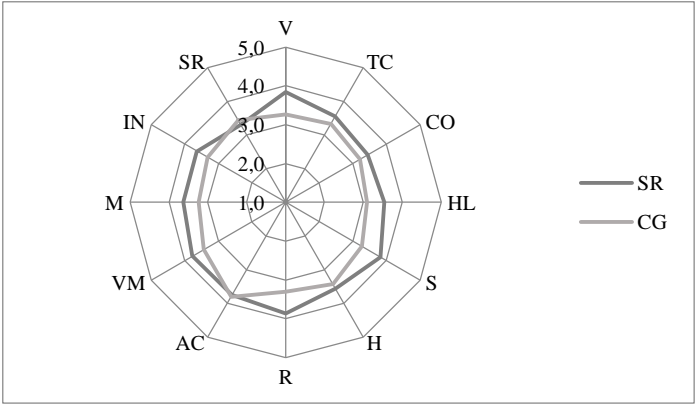
Code	Assessment criteria	Cronbach's alpha	Cronbach's alpha based on standardized items	N of item
V	Values	0,7906	0,7948	5
TC	Teamwork and collaboration	0,8496	0,8495	5
CO	Communication in the organization	0,7513	0,7512	5
HL	Heroes / leaders	0,9086	0,9082	5
S	Symbols	0,7662	0,7631	5
H	Histories	0,8757	0,8815	5
R	Rituals (traditions, ceremonies)	0,8320	0,8360	5
AC	Approach to the customer	0,8035	0,8053	5
VM	Vision, mission, goals	0,8450	0,8456	5
M	Managing	0,8813	0,8805	5
IN	Innovations	0,8680	0,8694	5
SR	Social responsibility	0,8020	0,8013	5

Criteria	Item code	SR organizations			CG organizations		
		Mean	Mode	Std. deviation	Mean	Mode	Std. deviation
Values	V1	4,24	5	0,758	3,50	4	1,063
	V2	3,55	4	1,006	3,26	3	0,952
	V3	4,12	5	0,888	3,15	3	1,103
	V4	3,53	3	0,792	3,19	3	0,914
	V5	3,76	4	0,869	3,21	3	1,004
Teamwork and collaboration	TC1	3,62	4	1,062	3,48	4	1,088
	TC2	3,75	4	1,015	3,36	4	1,046
	TC3	3,24	3	0,994	3,14	3	1,065
	TC4	3,39	3	0,981	3,15	3	1,190
	TC5	3,75	4	0,896	3,56	4	1,031
Communication in the organization	CO1	3,53	4	0,994	3,28	3	1,111
	CO2	3,17	3	1,124	2,62	3	1,121
	CO3	3,65	4	0,954	3,37	4	1,064
	CO4	3,51	4	0,897	3,58	3	1,031
	CO5	3,36	3	0,951	3,20	3	1,032
Heroes / leaders	HL1	3,83	4	0,885	3,42	3	0,935
	HL2	3,45	3	0,980	3,05	3	1,009
	HL3	3,59	4	0,952	3,10	3	0,974
	HL4	3,36	3	0,973	2,03	3	1,050
	HL5	3,45	3	0,980	3,00	3	1,113
Symbols	S1	4,03	5	0,988	3,31	4	1,084
	S2	3,95	5	1,040	3,30	4	1,163
	S3	3,54	3	1,065	3,10	4	1,086
	S4	3,81	4	0,933	3,26	4	1,077
	S5	3,76	4	1,039	3,34	4	1,094
Histories	H1	4,19	3	1,126	3,56	5	1,382
	H2	3,68	4	0,967	3,50	4	1,090
	H3	3,53	4	0,966	3,31	4	1,137
	H4	3,83	4	0,939	3,49	4	1,011
	H5	3,62	4	0,942	3,29	4	1,017
Rituals (traditions, ceremonies)	R1	3,58	3	1,032	3,39	3	0,981
	R2	4,14	5	0,854	3,30	3	1,000
	R3	3,58	3	1,027	2,98	3	1,080
	R4	4,27	5	0,760	3,53	4	1,038
	R5	3,67	4	1,005	3,29	4	1,054
Approach to the customer	AC1	3,31	3	0,952	3,53	4	1,096
	AC2	4,04	4	0,962	3,98	5	1,081
	AC3	3,87	4	0,851	3,84	4	1,029
	AC4	4,03	4	0,839	3,86	4	1,035
	AC5	3,55	3	0,831	3,84	4	0,966
Vision, mission, goals	VM1	4,13	4	0,776	3,75	4	0,960
	VM2	3,43	3	0,998	3,18	3	1,125
	VM3	3,86	4	0,913	3,37	4	1,053
	VM4	3,71	4	0,898	3,39	4	1,087
	VM5	3,70	4	0,890	3,48	4	1,076
Managing	L1	3,91	4	0,909	3,58	4	1,218
	L2	3,61	4	0,944	3,31	4	1,094
	L3	3,69	4	0,989	3,26	3	1,135
	L4	3,43	3	1,098	2,87	3	1,119
	L5	3,54	3	0,985	3,18	4	1,112
Innovations	IN1	3,70	4	0,962	3,27	4	1,068
	IN2	3,56	4	0,932	3,21	4	1,117
	IN3	3,16	3	1,051	3,14	3	1,092
	IN4	3,84	4	0,947	3,43	4	1,018
	IN5	3,90	4	0,884	3,50	4	1,103
Social responsibility	SR1	3,21	4	1,140	3,79	5	1,238
	SR2	3,31	4	1,025	3,55	4	1,289
	SR3	3,84	4	1,037	3,69	4	1,164
	SR4	3,16	3	1,144	3,18	3	1,203
	SR5	3,00	3	1,079	2,98	3	1,266

**Fig. 5** SR and CG organizations data (mean, mode, std. deviation)

As mentioned above, 12 criteria have been identified for the organizational culture assessment, assigning 5 statements to each criterion. The assessment criteria were selected and evaluated by experts. The data of socially responsible (SR) organizations was compared with the data of the selected organizations of control groups (CG) (see fig. 5).

The analysis of the criteria of organizational culture revealed significant differences between SR and CG organisations. As Fig. 6 shows, socially responsible organizations pay much more attention to the organizational culture criteria than the organizations that have not declared themselves as being socially responsible, except for the attitude to customer and social responsibility criteria, which are given similar attention in the CG organizations.



**Fig. 6.** Organizational culture assessment in the SR and CG organizations

The performed dispersion analysis revealed significant differences among the analysed socially responsible organizations, i.e. socially responsible organizations of different types tend to differ in terms of their attitude towards organizational culture. To confirm or deny the formulated thesis statement: the type of SR organizations have a significant impact on the implementation of organizational culture, a Kruskal Wallis test was performed. The test values are provided in Table 7.

Table 7

**Kruskal Wallis test of OC assessment criteria and  
organization type**

OC assessment criteria	Organization type	Mean rang	Sig.
Values	LO	264,27	$p = 0,000 < 0,05$
	SMB	224,14	
	AI	179,47	
Teamwork and collaboration	LO	238,95	$p = 0,220 > 0,05$
	SMB	272,19	
	AI	217,55	
Communication in the organization	LO	241,95	$p = 0,019 < 0,05$
	SMB	303,19	
	AI	206,07	
Heroes / leaders	LO	234,36	$p = 0,000 < 0,05$
	SMB	309,93	
	AI	218,93	
Symbols	LO	253,64	$p = 0,010 < 0,05$
	SMB	244,54	
	AI	195,48	
Histories	LO	253,04	$p = 0,405 < 0,05$
	SMB	241,37	
	AI	197,13	
Rituals (traditions, ceremonies)	LO	253,40	$p = 0,043 < 0,05$
	SMB	239,00	
	AI	196,89	
Approach to the customer	LO	240,60	$p = 0,050 = 0,05$
	SMB	256,66	
	AI	217,40	
Vision, mission, goals	LO	241,92	$p = 0,011 < 0,05$
	SMB	281,41	
	AI	210,26	
Managing	LO	234,18	$p = 0,028 < 0,05$
	SMB	272,79	
	AI	226,30	
Innovations	LO	218,03	$p = 0,010 < 0,05$
	SMB	256,12	
	AI	259,53	
Social responsibility	LO	229,98	$p = 0,111 > 0,05$
	SMB	241,23	
	AI	240,12	

Insignificant differences between the types of the analysed organizations were observed in the assessment of the teamwork criterion, where  $p = 0,220 > 0,05$ , and the social responsibility criterion, where  $p = 0,111 > 0,05$ . In all the other criteria groups,  $p$  value is statistically significant  $p < 0,05$ , therefore it can be maintained that the type of organization has a significant impact on organizational culture. Mean ranks show that large and SMB organizations pay more attention to organizational culture than educational institutions.

In this case, organizational culture manifests itself in educational institutions to the least extent, as shown by the provided mean ranks. The obtained findings allow to confirm the thesis statement: *the type of SR organizations have significant impact on implementation of organizational culture.*

To confirm or deny the formulated thesis statement, the organizational culture of socially responsible organizations is more strongly manifested than that of the organizations that have not declared themselves as being socially responsible, a Kruskal Wallis test was performed. The test values are provided in Table 8.

8 table

### Kruskal Wallis test of OC assessment for SR and CG organizations

OC assessment criteria	Organization	Mean rang	Sig. p
Values	SR	525,78	$p = 0,000 < 0,05$
	CG	384,54	
Teamwork and collaboration	SR	478,64	$p = 0,000 < 0,04$
	CG	430,10	
Communication in the organization	SR	480,49	$p = 0,000 = 0,05$
	CG	430,25	
Heroes	SR	508,22	$p = 0,000 < 0,05$
	CG	399,56	
Symbols	SR	518,53	$p = 0,000 < 0,05$
	CG	390,81	
Histories	SR	469,54	$p = 0,000 < 0,05$
	CG	432,25	
Rituals (traditions, ceremonies)	SR	521,78	$p = 0,000 < 0,05$
	CG	384,54	
Approach to the customer	SR	443,93	$p = 0,000 > 0,24$
	CG	467,56	
Vision, mission, goals	SR	492,55	$p = 0,000 < 0,05$
	CG	416,38	
Managing	SR	496,01	$p = 0,000 < 0,05$
	CG	412,37	
Innovations	SR	491,75	$p = 0,000 < 0,00$
	CG	417,37	
Social responsibility	SR	437,17	$p = 0,000 > 0,24$
	CG	471,88	

p value provided in Table 8 shows that there are significant differences between SR and CG organizations ( $p < 0,05$ ). Significant differences were not observed only in the attitude to the customer criterion group, where  $p = 0,000 > 0,24$ , and the social responsibility criterion group, where  $p = 0,000 > 0,24$ . Analyzing the OC assessment criteria, where statistically significant differences were observed, mean

ranks show that SR organizations pay more attention to organizational culture than CG organizations. Referring to the performed analysis, the thesis statement can be confirmed: *organizational culture of socially responsible organizations is more strongly manifested than that of the organizations that have not declared themselves as being socially responsible*.

The values of mean ranks provided in Table 6 show that mean ranks in the OC assessment criteria groups vary from 437,17 to 525,78. The lowest mean rank (437,17) is observed in the group of social responsibility criterion, the highest (525,78) – in the values criterion group. According to this statistical data it can be confirmed the thesis statement: *values are the most significant criterion in the context of socially responsible organizations*.

## CONCLUSIONS

1. The performed analysis of the concept of organizational culture and its constituent elements allows one to maintain that organizational culture has been analysed by researchers in various science fields and in various contexts. In the present thesis, the OC is defined as an entirety of certain constituent elements that are shared by and that guide the actions of all the members of the organization. The basic elements that conceptualize organizational culture include: values (beliefs), heroes/leaders, symbols, histories, rituals (ceremonies, traditions), and cultural communication network (language). Based on the conducted research, the importance of organizational culture for an organization can be confirmed; it allows concluding that the OC can be one of the key sources of competitive advantage in an organization and affects the motivation of employees and the efficiency of performance.

The performed analysis of the CSR definition allows stating that the key CSR dimensions focus on the environmental (sustainability) aspect, social, economic and ethical environments, the relationships with the stakeholders, voluntariness, and philanthropy. Conceptually, CSR and OC encompass four dimensions: social, ethical, relationships with the groups of stakeholders, and the system of values. Through the implementation of these dimensions in the activities of organizations, higher than required goals of operation are strived for, thereby

contributing to the improvement of organizational performance, harmonization of the labour relationships, and active participation in the social dialogue. Purposeful integration of the CSR principles and elements of organizational culture into the activities of a company can help strengthening the company's relationships with its stakeholders.

2. It is concluded that a wide variety of instruments for the OC assessment has been developed, and they differ depending on how many and what criteria are included to assess organizational culture. There is a wide range of different OC assessment criteria identified by researchers, as well as the statements attributed to such criteria, ranging from 18 to 130. The performed analysis revealed that the most widely applied methods in the OC research is a questionnaire survey, while an interview, observation, or document analysis is applied only in a few methodologies of the organizational culture assessment. The discussed instruments for the OC assessment are not easily applied in organizations, but each of such instruments can offer new ideas and broaden the field of the management science research. The analysis of the OC assessment instruments allowed to identify the most frequently applied criteria for OC assessment: values; teamwork and collaboration; communication in the organization, heroes / leaders; symbols; histories; rituals (traditions, ceremonies); approach to the customer; vision, mission, goals; managing; innovations; and social responsibility.

3. On the basis of the identified criteria, a diagnostic instrument for the OC assessment in socially responsible organizations was developed. An expert panel review was performed with the aim of finding out whether the identified criteria and the statements assigned to each criterion were appropriate for the research of the planned type. In the present research, 6 experts were asked to express their opinions that allowed us to validate the developed diagnostic instrument for the OC assessment in socially responsible organizations. The selected weighted average of exclusion criteria in the expert review was equal or less than 3 ( $V \leq 3$ ). The derived VAR value (ranging from 0,00 to 0,56) allows maintaining that, on having excluded insignificant statements, a quite high level of difference in experts' opinions was observed in the general context. In view of the obtained findings, the

diagnostic instrument for the OC assessment in socially responsible organizations was aligned and tested through conducting a quantitative survey in socially responsible organizations.

4. The performed analysis of the OC assessment methods revealed that both qualitative and quantitative research methods can be chosen for the OC assessment. The most popular methods of the organizational culture assessment were a questionnaire survey, interview, document analysis, and observation. With reference to the performed analysis, it is maintained that the quantitative methods are among the most frequently used ones in the OC research. Nevertheless, it is proposed not to limit the choice of methods solely to the quantitative ones when conducting research in the OC; researchers recommend to apply both qualitative and quantitative research methods, because they complement each other. Besides, the application of both methods ensures a better understanding of organizational culture.

The qualitative (document analysis) and the quantitative (a questionnaire survey) research methods were chosen for the dissertation research. In order to ensure the reliability of the findings of *the qualitative research* and the number of organisations selected for the analysis, the criteria were identified; they made a basis for the screening of organizations for the analysis of the qualitative research. On the basis of the discerned criteria, 44 of 67 organizations - members of the UN Global Compact were selected for qualitative research. In the quantitative research, respondents from three socially responsible organizations participated. To compare the data, organizations which have not joined the UN Global Compact network were selected as a control group. In support of *quantitative research* results apply methods of descriptive statistics (percentages, mean, mode, std. deviation). ANOVA test (Tukey HSD test) was used analysing the demographic variables. Kruskal Wallis test was used to confirm or deny the formulated dissertation statement. Besides, a factorial analysis was performed to determine the correlation of the statements on the organizational culture assessment, on the basis of which organizational culture was classified into groups discerning the criteria. The chosen methods of the analysis revealed the links among socially responsible organizations and allowed assessing the organizational culture in the context of socially responsible organizations.



5. Having conducted the qualitative research, assessment of organizational culture in the context of socially responsible organizations was made. Its findings revealed that socially responsible organizations integrated organizational culture into their activities shaping the culture on the basis of values, symbols, stories, rituals, traditions, and other OC criteria. Considerable information on organizational culture is found on websites of organizations, in their social responsibility reports, codes of ethical conduct, and strategic plans. It was found that considerable information about OC is made available by the major part of SR organizations, thereby providing their stakeholders with an opportunity to familiarize more closely with the organizational culture of an organization. The research findings allow stating that socially responsible organizations implement OC in their practice and disseminate the culture in various documents.

The performed quantitative research revealed significant differences between SR and CG organizations. Conceptualizing the results of the research, it is maintained that socially responsible organizations pay more attention to organizational culture than the organizations that have not declared themselves as being socially responsible. This fact is disclosed by differences among mean ranks (ranging from  $V - 3,00$  to  $V - 4,24$ ) and the performed dispersion analysis (ANOVA Tukey HSD), where  $p$  value shows relationship between variables. The findings of Kruskal Wallis test revealing statistical  $p$  value less than  $0,05$  allowed confirming the thesis statement: *organizational culture in socially responsible organizations is stronger manifested than in the organizations that have not declared themselves as being socially responsible*. The obtained mean ranks varying from  $437,17$  to  $525,78$  allowed confirming the dissertation statement: *values are the most significant criteria in the context of socially responsible organizations*. Significant differences were observed after the dispersion analysis, i.e. organizations of different type tend to differ in terms of their attitude towards organizational culture. The findings of Kruskal Wallis test revealing statistical  $p$  value less than  $0,05$  allowed confirming the dissertation statement: *the type of SR organizations have significant impact on implementation of organizational culture*. Differences between mean ranks revealed that large and SMB organizations pay more attention to organizational

culture, while in educational institutions organizational culture is manifested to the least extent. Referring to the obtained results it is concluded that organizational culture is an important phenomenon in the context of SR organizations. The practice of OC in SR organizations can help strengthening relationships with the stakeholders.

## **DIRECTIONS FOR FURTHER RESEARCH**

The conducted research revealed the importance of OC in the context of SR organizations; however, a lack of empirical research on the organizational culture of SR organizations encourages further in-depth research on the subject, therefore, the field of research could be broadened by conducting it in all SR organizations in Lithuania.

The diagnostic instrument for OC assessment was tested in three SR organizations in Lithuania. They were familiarised with the obtained results and the suggested managerial decisions. On the basis of the suggested managerial decisions each company will strengthen its organizational culture; therefore it would be relevant to conduct longitudinal research in order to re-assess the OC of these organizations and to compare the research findings.

In the present dissertation, the empirical research was conducted at a national level; therefore, the direction for further research would be an assessment and comparison of organizational culture at international level. Research in other SR organizations in Lithuania and abroad would allow assessing OC at the scale of SR organizations and making cross-country comparison of the obtained findings. Involvement of more stakeholders in the research process would extend its geographic coverage (beyond the borders of Lithuania) and research sample (including more stakeholders into the sampling frame).

An opinion survey of managers conducted by an interview method could serve as a useful tool for the OC assessment in socially responsible organizations. Having included an interview method into the developed diagnostic instrument for the OC assessment in SR organizations, more detailed results of the research could be expected that would help to have a better notion of OC of particular organizations.

## ABOUT THE AUTHOR

<b>Name, Surname:</b>	Jurgita Paužuolienė
<b>E-mail address:</b>	j.pauzuoliene@gmail.com
<b>Education:</b>	
<b>2012 – 2016</b>	<i>Doctoral Studies in Social Sciences Area, Management Science Field (join right of doctoral studies at Vytautas Magnus University, Klaipėda University, Aleksandras Stulginskis University, Mykolas Romeris University, Šiauliai University)</i>
<b>2008 – 2010</b>	<i>Master of Management and Business Administration, Study Programme – Business Management.</i> Klaipėda University, Faculty of Social Sciences, Department of Management.
<b>2004 – 2007</b>	<i>Bachelor Degree of Management and Business Administration, Study Programme Management and Business Administration.</i> Klaipėda University, Faculty of Social Sciences, Department of Management.
<b>Work experience:</b>	
<b>2012 till now</b>	<i>Lecturer, Klaipėda State University of Applied Sciences, Department of Administrations and Language.</i>
<b>2011 till now</b>	<i>Assistant, Klaipėda University, Department of Management.</i>
<b>2012 – 2014</b>	<i>Expert of Competency Evaluation in the project „Development of System of Formalizing Competences Gained in Non-formal Way and Its Implementation in West Lithuanian Business College and Partner Institutions. No. VP1-2.1ŠMM-04-K-03-06.</i>
<b>2004 – 2010</b>	<i>Administrator, Klaipėda University, Regional Policy and Planning Institute.</i>
<b>2009 – 2012</b>	<i>Assistant, Klaipėda State University of Applied Sciences, Department of Logistics and Administration.</i>
<b>Internships, traineeships, exchange programmes:</b>	
<b>2015</b>	<i>Erasmus+ traineeships “Organizational Culture Evaluation of Hospitality Enterprises: Theory and Practice” (form 2015-07-01 till 2015-09-30), CDA Colledge, Larnaka, Ciprus.</i>
<b>2015</b>	<i>Erasmus+ traineeships “Organizational Culture Evaluation Survey Study Creation and Methodological Formation” (from 2015-04-30 till 2015-06-30), University of Latvia, Riga, Latvia.</i>
<b>2014</b>	<i>International Exchange Programmes LLP/ERASMUS (2014-01-13 – 2014-01-17). Guarda Polytechnic Institute, Portugal.</i>
<b>2011</b>	<i>Internships (2011-09-25 – 2011-09-30). The Witelon State University, Legnica, Latvia.</i>
<b>Research interests:</b>	<i>Organizational Culture, Corporate Socially Responsibility.</i>

## SANTRAUKA

**Temos aktualumas.** Organizacinė kultūra plačiai tyrinėti pradėta 1980 metais. Vieni populiariausių to meto OK tyrinėtojų (Hofstede, 1981; 1983; Deal ir Kennedy, 1982; Schein, 1984; 1990; 1992; Peters ir Waterman, 1982; Wilkins ir Ouchi, 1983; Cameron ir Quinn, 1999; Denison 1984; 1990) laikomi OK sampratos pagrindėjais. Tuo metu organizacinė kultūra buvo sritis, suteikusi gaires naujų organizacijos veiklos gerinimo būdų ieškantiems vadovams. Priežastis, kodėl organizacinė kultūra taip ilgai ignoruota kaip svarbi organizacijos veiklos vertinimo priemonė, ta, kad ji remiasi vertybėmis, prielaidomis ar lūkesčiais, kurie sunkiai suprantami ir ištiriami organizacijoje. Vadovams reikėjo laiko suvokti organizacinės kultūros reikšmę darbuotojų santykiams, poveikį darbo kokybei. Nuo 1980 metų išleistoje literatūroje organizacinės kultūros tematika suformuluota iki šiol dominuojanti organizacinės kultūros paradigma įvairių tipų organizacijų kontekste.

Kai kurių mokslininkų (Alvesson, 2002; Barbars, 2015) teigimu, organizacinės kultūros klausimas yra vienas pagrindinių akademinų tyrimų bei valdymo praktikos klausimų. Net ir organizacijose, kur kultūros klausimams skiriama mažai dėmesio, diegiamos socialiai priimtinos kultūros idėjos ir normos, kurios apibrėžia bendrą kultūrą. Organizacinę kultūrą suvokti nelengva, nors ji nagrinėjama daugelio mokslininkų. Mokslininkai nėra priėję bendros nuomonės diskusijoje, kokią terminą vartoti kalbant apie organizacinę kultūrą, organizacijoje vyraujanti kultūra yra organizacinė ar organizacijos. Jų teorinėse įžvalgose, kurios apibrėžia organizacijos kultūros sampratą, aptinkama esminių organizacinę kultūrą atskleidžiančių elementų, todėl dažnai sąvokos, apibūdinančios organizacijos ir organizacinę kultūras, išryškina tas pačias charakteristikas (Stundžė, 2010). Tačiau remiantis kai kurių mokslininkų (Daft, 2002; 2010; Šimanskienė, 2002b; Шеїн, 2002; Alvesson, 2002) įžvalgomis, kad organizacijos kultūra yra savaime organizacijoje besikurianti kultūra, o organizacinė kultūra – kuriama vadovų ar atsakingų asmenų, disertacijoje pasirinkta vartoti *organizacinės kultūros* sąvoką, nes iš esmės kalbama apie kultūrą, kuri organizacijose kuriama tikslingai.

E. Scheinas (1984, 1990, 1992, 2004) buvo vienas pirmųjų, apibrėžęs organizacinę kultūrą ir pateikęs trijų lygių jos vertinimo modelį, kuris ir šiandien nemažai cituojamas bei taikomas kitų mokslininkų. Autorius teigia, kad per pastaruosius du dešimtmečius organizacinės kultūros sąvoka gana plačiai vartojama mokslininkų ir organizacijos vadovų apibrėžiant bendrą klimatą ir praktiką, kurią organizacija įgyvendina kartu su darbuotojais, arba siekiant puoselėti vertybes. Pastarąjį dešimtmetį susidomėjimas organizacine kultūra išliko gana didelis (Barbars, 2015). Šiandien ji analizuojama įvairiuose kontekstuose, bet vis dar skirtingai apibrėžiama, nors pats OK suvokimas yra labai panašus. Sukurta ganėtinai daug organizacinės kultūros vertinimo instrumentų, tačiau atkreiptinas dėmesys, kad dažniausiai organizacinei kultūrai vertinti pasirenkami jau prieš kelis dešimtmečius sukurti vertinimo instrumentai (Hofstede, 1981; 1983; 1994; Schein, 1984; 1990; 1992; Denison, 1984; 1990; Cameron ir Quinn, 1999), plačiai taikomi tiek Lietuvos, tiek užsienio mokslininkų.

Disertacijoje pasirinkta organizacinę kultūrą vertinti socialiai atsakingų organizacijų kontekste, nes manoma, kad tiek organizacinė kultūra, tiek įmonių socialinė atsakomybė (ISA), jų įtaka organizacijos veiklos rezultatams ir kiekvienam jos darbuotojui atskirai yra svarbi organizacijos valdymo dalis. Kai kurių mokslininkų (Dobson, Starkey, Richards, 2004) teigimu, organizacinės kultūros kūrimas ir diegimas organizacijoje laikomas šiuolaikinio valdymo pagrindu. Pabrėžiama, kad organizacinė kultūra padeda išsilaikyti rinkoje, tapti konkurencinga organizacija, gauti didesnę pelną, užtikrinti ilgalaikę sėkmę (Švagždienė, Čepienė, Bradauskienė, 2011; Uddin, Luva, Hossian, 2013), geriau tenkinti vartotojų poreikius ir visuomeninius interesus (Rizescu, 2011), mažina socialinę įtampą tarp organizacijos ir visuomenės. Organizacinė kultūra apima visų darbuotojų pastangas, remiasi bendromis žmonių vertybėmis, atskleidžia darbuotojų susitapatinimo su organizacija lygį (Barbars, 2015). Darbuotojai siekia dirbti organizacijose, kuriose su jais elgiamasi sąžiningai, paisoma jų interesų. Įmonių socialinės atsakomybės ideologija skatina verslo organizacijas kurti aplinkai draugišką socialinę atmosferą. Socialiai atsakingos organizacijos derina darbo santykius ir aktyviai plėtoja socialinį dialogą su visuomene bei organizacijos darbuotojais. Planuodamos savo veiklą atsižvelgia į suinteresuotų dalyvių pozicijas

ir visuomenės lūkesčius, užtikrindamos skaidrų valdymą ir plėtodamos etiškus santykius su partneriais, laiduoja bendrą teigiamą verslo klimata šalyje. ĮSA įgyvendinimo galimybės turbūt neišsemiamos, tačiau organizacijai svarbu atsirinkti tai, kas svarbiausia jos veiklai ir padeda tinkamai valdyti reputaciją. Disertacijos autorės manymu, socialiai atsakingoms organizacijoms turėtų būti aktualu kurti ir koreguoti organizacinę kultūrą, nes tai leistų ĮSA principus taikyti organizacijos veikloje. Todėl disertacijoje pasirinkta organizacinę kultūrą vertinti socialiai atsakingų organizacijų kontekste.

Atkreiptinas dėmesys, kad mokslinių tyrimų, kuriuose nagrinėjama organizacinė kultūra, yra gana daug, tačiau disertacijoje pagrindinis dėmesys skiriamas tiems moksliniams tyrimams, kuriuose analizuojami organizacinės kultūros elementai, vertinimo metodai, instrumentai, atsiribojant nuo daugelio tyrimų, kuriuose analizuojamos OK tipologijos. Darbe pagrindinis dėmesys skiriamas OK vertinti taikomiems tyrimo metodams, aiškinantis, kurie tyrimo metodai tinkamiausi vertinti OK. Dėmesys sutelkiamas ir į OK vertinimo instrumentus, siekiant išskirti OK vertinimo kriterijus. Disertacijoje kuriama OK vertinimo metodika ir diagnostinis instrumentas (klausimynas), kuris adaptuotas socialiai atsakingoms organizacijoms (priešpriešinant ir organizacijas, kaip kontrolinę grupę, kurios nėra pasiskelbusios kaip socialiai atsakingos).

### **Mokslinė problema, jos ištirimo lygis**

Šiandien organizacinė kultūra analizuojama įvairesniuose kontekstuose, gana retai analizės objektu tampa OK samprata (Balan, Lile, 2013) ar OK vertinimas, kas buvo populiariu OK tyrinėjimų pradžioje. Dažnai OK siejama su tam tikru vadybiniu aspektu, kaip *pasitenkinimas darbu* (Yiing, Ahmad, 2009; Bigliardi ir kt., 2012; Gallato ir kt., 2012; Tong ir kt., 2014; Dan ir kt., 2014; Belias, Koustelio, 2015;), *poveikis organizacijai ar darbuotojų veiklai* (Lim, 1995; Ahmad, 2012; Shahzad ir kt., 2012; Uddin ir kt., 2013), *kokybės vadyba* (Kaziliūnas, 2004; Jung ir kt., 2008; Baird ir kt., 2011; Bourini ir kt., 2013; Gimenez-Espin ir kt., 2013), *lyderystė* (Kwantes, Baglarsky, 2007; Ke, Wei, 2008; Diers, 2011; Buble, 2012; Gallato ir kt., 2012; Giritli ir kt., 2013; Meng, 2014; Abdullah ir kt., 2014; Arifin ir kt., 2014; Dan ir kt., 2014), ir pan. OK analizė atliekama tiek mažų, tiek didelių organizacijų kontekste, apima tiek verslo, tiek valstybines

organizacijos. Vis daugiau kalbama ir apie *inovacijas* (Khazanchi ir kt., 2007; Jucevičius, 2009; Stripeikis, Ramanauskas, 2011; Abdullah ir kt., 2014; Park ir kt., 2015) ar *žiniomis* paremtą (Balthazard, Cooke, 2004; Yiing, Ahmad, 2009; Campbell, 2009; Pastor, 2011; Rai, 2011; Adaileh, Atawi, 2011; Nguyen, Mohamed, 2011; Moradi ir kt., 2012; Bigliardi ir kt., 2012; Tong ir kt., 2014; Chang, Lin, 2015; Islam ir kt., 2015; Prado-Gasco ir kt., 2015) organizacinę kultūrą.

Iki šių dienų daugelis mokslininkų (Bellou, 2010; Racelis, 2010; Khan, Rashid, 2012; Subanidja ir kt., 2013; Tong ir kt., 2014; Chang, Lin, 2014; Campbell, Goritz, 2014; Deem ir kt., 2015; Kanpp, 2015; Barbars, 2015; Cao ir kt., 2015; Shao ir kt., 2015; Khosla, 2015; Hopkins, Scott, 2016) vis dar remiasi E. H. Scheino (1992) OK apibrėžimu. Šiandien vis dar nemažai cituojami mokslininkai (Hofstede, 1980; 1983; 1992; Deal, Kennedy, 1982; Schein, 1983; 1992; 1995; Peters ir Waterman, 1982; Ouchi, Wilkins, 1985; Denison, 1990; Cameron, Quinn, 1999 ir t. t.), pagrindę OK suvokimą.

Nepaisant OK, kaip mokslinio tyrimo objekto, populiarumo ir aktualumo, vis dar nėra bendro sutarimo dėl OK koncepcijos, kaip bendro organizacinės kultūros vertinimo instrumento. Disertacijoje atkreiptinas dėmesys į tai, kad mokslininkai ir šiandien analizuodami bei vertindami organizacinę kultūrą remiasi prieš kelis dešimtmečius sukurtais vertinimo instrumentais neatsižvelgdami į tai, kokios organizacijos kontekste šis vertinimas atliekamas. Kai kurie OK vertinimo instrumentai modifikuoti atsižvelgiant į organizacijų pokyčius. Populiariausi ir dažniausiai tyrinėtojų taikomi OK vertinimo instrumentai socialinių mokslų srityje yra šie: K. S. Camerono ir R. E. Quinno (1999) organizacinės kultūros vertinimo instrumentas (angl. *Organizational Culture Assessment Instrument*, OCAI), taikytas įvairiuose tyrimuose (Igo, Skitmore, 2006; Mozaffary, 2008; Pekkanen, 2010; Liviu, Claudia, 2010; Dubkevic, Barbars, 2010; Gupta, 2011; Valencia, Jimenez, Valle, 2011; Patapas, Labenskytė, 2011; Dilienė, Liesionis, 2012; Ruževičius, Klimas, Veleckaitė, 2012; Giritli, Yazici, Topcu-Oraz, Acar, 2013; Lukas, Whitwell, Heide, 2013; Nukic, Matotek, 2014; Šimanskienė, Gargasas, Ramanauskas, 2015; Knapp, 2015; Pakdil, Leonard, 2015 ir kt.) ir laikomas vienu iš penkiasdešimties svarbiausių modelių vadybos mokslo istorijoje.

C. A. O'Reilley'io ir kt. (1991) organizacinės kultūros suderinamumo metodas (angl. *Organizational Culture Profile*, OCP) – tai kultūros ir vertybių matavimo organizacijos lygmeniu metodas ir vienas iš dešimties ir šiandien naudojamų organizacinės kultūros instrumentų (Vandenberghe, 1999; Cable, Parson, 2001; Sarros, Gray, Densten, 2003; Lee, Yu, 2004; Marmenout, 2007; Fidock, Talbot, 2008; Bellou, 2010; Sarros, Cooper, Santara, 2011; Marchand, Haines, Dextras-Gauthier, 2013 ir kt.).

D. Denisono (2000) organizacinės kultūros vertinimo modelis (angl. *Denison Organization Culute Scale*, DOCS) leidžia organizacijoms stebėti ir vertinti organizacinę kultūrą. DOCS orientuotas į tam tikrus veiksnius (jie išskirti remiantis mokslinių tyrimų patirtimi), kurie turi įtakos organizacijos veiklos rezultatams, ir plačiai taikomas mokslininkų (Mobley, Wang, Fang, 2005; Davidson, Coetzee, Visser, 2007; Yilmaz, Ergun, 2008; Katiliūtė, Stanikūnienė, 2009; Sharifirad, Aaei, 2012; Ahmad, 2012; Momeni, Marjani, Saadat, 2012; Nongo, Ikyayon, 2012; Bukartienė, 2012; Jofreh, Masoumi, 2013; Khalili, 2014; Salajeje, Naderifar, 2014 ir kt.).

E. J. Wallacho (1983) organizacinės kultūros indeksas (angl. *Organizational Culute Index*, OCI) (Taormina, 2008; Lok, Westwood, Rhodes, Wang, 2009; Dubkevic, Barbars, 2010 ir kt.).

G. Hofstede'o ir kt. (1990) organizacinės kultūros vertinimo (angl. *Hofstede's Measure of Organizational Culture*) (Hofstede, 1994; Hilal, Wetzel, Ferreira, 2009 ir kt.) ir kiti metodai.

Pastebima, kad OK analizės kontekstas yra labai platus, todėl galima sakyti, kad organizacinė kultūra yra svarbus ir vis dar daug klausimų keliantis mokslinių tyrimų objektas. Lietuvoje organizacinės kultūros tematika parengta keletas disertacijų: N. Paulikaitė (1998), A. Poškienė (1998), L. Šimanskienė (2001), A. Aleknienė (2007), R. Klimaitienė (2011), R. Katilienė (2014). Tačiau nė vienoje iš šių disertacijų neanalizuojamas organizacinės kultūros vertinimas, OK vertinimui taikomi metodai ar instrumentai. Todėl OK vertinimas išlieka problemiškas, vis dar daug klausimų kelianti tema.

Apibendrinant galima konstatuoti, kad mokslininkai linkę taikyti seniai žinomus ir patvirtinus OK vertinimo instrumentus. Tačiau iki šių dienų pats organizacinės kultūros supratimas yra pakitęs, mokslininkai, analizuodami organizacinę kultūrą, skiria skirtingus jos vertinimo



kriterijus, o tai esamų instrumentų (prieš dešimtmetį sukurtų) pagrįstumas kelia didelių abejonių. Ypač jei kalbama apie šiuolaikinę organizaciją, kurios vertybės yra pakitusios. Verta paminėti ir tai, kad organizacinės kultūros tyrimai socialiai atsakingose organizacijose nėra dažni. Analizuojant literatūrą atrasta keletas tyrimų, kuriuose ieškoma OK ir ĮSA sąsajų (Ubius, Alas, 2009; Rigby ir kt., 2011; Katrinli, Gunay, 2011; Abdullah, Aziz, 2013). Įmonių socialinės atsakomybės analizės kontekste dažniausiai atliekami tyrimai, apibrėžiantys pačią *įmonių socialinę atsakomybę* (Vaitkevičius, Stukaitė, 2009), *etikos principus, jos svarbą visuomenei* (Mirvis, 2012), *darbuotojams* (Vishnubhai, 2012), *įtaką organizacijos konkurencingumui* (Juščius, 2008), *prekės ženklui* (Arlauskienė, Vanagienė, 2011; Taleghani ir kt., 2012; Bakanauskas, Vanagienė, 2012; Plungpongpan ir kt., 2016), *inovacijoms* (Vilkė, 2014) ir pan. Nors atlikta nemažai tyrimų, socialiai atsakingose organizacijose organizacinė kultūra nedažnai tiriama. Suprantama, kad tobula socialiai atsakinga organizacija neegzistuoja, bet tai yra siekiamybė. Norint tapti veiksminga, darbuotojų ir visuomenės lūkesčius pateisinančia ĮSA įgyvendinančia organizacija būtų naudinga akcentuoti organizacinės kultūros klausimą. Nepakankamas organizacinės kultūros įgyvendinimas SA organizacijų veikloje ateityje gali tapti rimta konkurencingumo praradimo priežastimi. Nors organizacijos ir pasiskelbusios kaip socialiai atsakingos, dažnu atveju jose per mažai dėmesio skiriama organizacinei kultūrai, kuri realiai pastiprintų ĮSA puoselėjimą.

**Mokslinė problema.** Nesukurta nei metodika, nei organizacinės kultūros vertinimo instrumentas, kur būtų įtraukti OK elementai ir kriterijai, tinkantys vertinti socialiai atsakingas organizacijas. Metodikos pagrindimas ir sudarytas OK vertinimo diagnostinis instrumentas socialiai atsakingoms organizacijoms padėtų geriau suvokti organizacinės kultūros reiškinį, lengviau jį vertinti ir panaudoti organizacijos vystymuisi.

Disertacijoje keliamas **problemnis klausimas:**

Kokie organizacinės kultūros vertinimo metodai ir kriterijai tinkamiausi vertinti socialiai atsakingų organizacijų organizacinę kultūrą?

**Tyrimo objektas:** organizacinė kultūra.

**Tyrimo tikslas:** įvertinti socialiai atsakingų organizacijų organizacinę kultūrą, pasitelkus sukurta socialiai atsakingų organizacijų OK vertinimo diagnostinį instrumentą.

Siekiant įgyvendinti disertacijos tikslą sprendžiami šie **uždaviniai:**

1. Išanalizuoti organizacinės kultūros koncepciją ir jos (OK) sudedamąsias dalis, siekiant atskleisti organizacinės kultūros ir įmonių socialinės atsakomybės sąsajas.

2. Išnagrinėti OK vertinti taikomus instrumentus, išskiriant kriterijus socialiai atsakingų organizacijų OK vertinimo diagnostinio instrumento sudarymui.

3. Sudaryti socialiai atsakingų organizacijų OK vertinimo diagnostinį instrumentą, pasitelkus ekspertinį tyrimą.

4. Pagrįsti socialiai atsakingų organizacijų organizacinės kultūros vertinimo tyrimo metodologiją.

5. Atlikti empirinį tyrimą įvertinant organizacinę kultūrą socialiai atsakingų organizacijų kontekste.

### **Mokslinio darbo naujumas ir teorinis reikšmingumas**

*Mokslinio darbo naujumas.* Darbe pritaikyti kokybinio ir kiekybinio OK vertinimo socialiai atsakingų organizacijų kontekste tyrimo metodai, kurie, vertinant OK, paprastai retai pasirenkami.

Pirmą kartą Lietuvoje vertinant OK atlikta 44 socialiai atsakingų organizacijų dokumentų analizė, konceptualizuojanti socialiai atsakingų organizacijų organizacinę kultūrą. Tai leidžia kruopščiau ištirti tyrimui pasirinktas organizacijas, įvertinus jų pačių požiūrį į vyraujančią organizacinę kultūrą.

Kiekybinio tyrimo pagrindu pagrįsta socialiai atsakingų organizacijų organizacinės kultūros vertinimo tyrimo metodologija, detalizuojanti tyrimo metodines nuostatas, tyrimo parametrus ir nuoseklumą. Sudaryta metodika leidžia įvertinti ir palyginti organizacinę kultūrą socialiai atsakingų organizacijų kontekste.

Sukurtas socialiai atsakingų organizacijų OK vertinimo diagnostinis instrumentas, padedantis geriau suvokti SA organizacijų organizacinę kultūrą, ją vertinti pasitelkus sukurta diagnostinį instrumentą ir metodiką.

Atliktas socialiai atsakingų organizacijų OK vertinimo tyrimas išplečia Lietuvos mokslininkų vykdytų kokybinių ir kiekybinių tyrimų lauką. Reikia pažymėti, kad Lietuvos mokslininkai socialiai atsakingose organizacijose OK vertinimo tyrimus atlieka gana retai, nes nesukurtas ir neadaptuotas OK vertinimo instrumentas socialiai atsakingų organizacijų kontekste.

*Teorinis reikšmingumas.* Susisteminta mokslinė literatūra ir tyrimai organizacinės kultūros tema leidžia geriau suvokti organizacinės kultūros vertinimo svarbą socialiai atsakingų organizacijų kontekste.

Atlikus mokslinės literatūros analizę konceptualizuotos pagrindinės OK sudedamosios dalys, apibrėžtos OK ir ĮSA sąsajos, išskirti OK vertinimo kriterijai, visa tai suteikia naujų akademiinių įžvalgų.

Remiantis atlikta OK instrumentų analize išskirti esminiai organizacinės kultūros vertinimo kriterijai, į kuriuos įtraukti visi OK sudedamieji elementai, nors į daugelį analizuotų instrumentų šie elementai neįtraukiami. Išskirtų kriterijų pagrindu sudarytas ir pagrįstas socialiai atsakingų organizacijų OK vertinimo diagnostinis instrumentas.

### **Praktinis darbo reikšmingumas**

Tyrimo praktinis reikšmingumas pasireiškia socialiai atsakingų organizacijų OK vertinimo diagnostinio instrumento, kuris padės organizacijų vadovams ir darbuotojams geriau suvokti OK vertinimo svarbą, sudėtingumą bei įvertinti OK socialiai atsakingų organizacijų kontekste, pateikimu. Parengta organizacinės kultūros vertinimo metodika ir sudarytas socialiai atsakingų organizacijų OK vertinimo diagnostinis instrumentas sudaro galimybę organizacinę kultūrą palyginti ir įvertinti socialiai atsakingų organizacijų kontekste. Sudarytas instrumentas gali būti naudojamas ir kitų mokslininkų bei praktikų darbuose.

OK vertinimo mokslinė analizė leido pagrįsti OK vertinimo praktiką socialiai atsakingų organizacijų kontekste. Atliktas tyrimas suteikė pagrindą pateikti vadybinius sprendimus socialiai atsakingoms organizacijoms ir išsamesniems OK vertinimo moksliniams tyrimams. Pateiktais vadybiniais sprendimais gali pasinaudoti visos socialiai atsakingos organizacijos.

Socialiai atsakingų organizacijų OK vertinimo diagnostinis instrumentas išbandytas trijose Lietuvos socialiai atsakingose organizacijose, vertinant organizacinę kultūrą ir sudarant praktinį OK vertinimo pagrindą ateičiai. Didelės organizacijos jau praktiškai pasinaudojo gautais tyrimo rezultatais ir pateiktomis rekomendacijomis tobulindamos organizacinę kultūrą.

Atliktas darbas bus naudingas vadybininkams, organizacijų vadovams ir OK vertinimo problemomis besidomintiems mokslininkams.

**Mokslinio tyrimo metodai.** Siekiant teoriniu lygmeniu išspręsti tyrimo problemą taikyti mokslinės literatūros šaltinių analizės, sisteminimo, sintezės, apibendrinimo ir palyginimo metodai. Analizuota tiek Lietuvos, tiek užsienio mokslinė literatūra, mokslinių tyrimų rezultatai.

Atliekant empirinį socialiai atsakingų organizacijų organizacinės kultūros vertinimo tyrimą taikyti kokybiniai ir kiekybiniai tyrimo bei duomenų apdorojimo metodai. Socialiai atsakingų organizacijų organizacinės kultūros vertinimo tyrimas atliktas keliais etapais. *Pirmajame etape* nustatyti socialiai atsakingų organizacijų organizacinės kultūros vertinimo kriterijai. Remiantis išskirtais kriterijais sudarytas socialiai atsakingų organizacijų OK vertinimo diagnostinis instrumentas. Atliktas ekspertinis vertinimas, kuriuo siekta išsiaiškinti, ar planuojamo pobūdžio tyrimui išskirti organizacinės kultūros kriterijai ir kiekvienam kriterijui priskirti teiginiai yra tinkami socialiai atsakingų organizacijų organizacinei kultūrai vertinti. *Antrajame tyrimo etape* atliktas kokybinis tyrimas, vertinant organizacinę kultūrą pagal išskirtus kriterijus. Analizuotas SA organizacijų internetinis tinklalapis, SA ataskaitos, virtualioje erdvėje esami dokumentai. *Trečiajame tyrimo etape* atliktas kiekybinis tyrimas – anketinė apklausa. Remiantis sudarytu diagnostiniu instrumentu vertinta organizacinė kultūra socialiai atsakingų organizacijų kontekste, apklausiant darbuotojus. Duomenims palyginti kaip kontrolinė grupė pasirinktos organizacijos, neprisijungusios prie JT Pasaulinio susitarimo tinklo. Surinkti empiriniai duomenys apdoroti SPSS programiniu paketu (angl. *Statistical Package for the Social Sciences*). Apdorojant duomenis skaičiuoti procentai, vidurkiai, moda. Taikyti dispersinės (ANOVA) ir faktorinės analizės metodai. Ginamiems

teiginiams patvirtinti ar paneigti taikytas neparametrinis kriterijus Kruskalio Walliso testas. Klausimyno skalės vidiniam nuoseklumui pagrįsti naudotas Cronbacho alfa (angl. *Cronbach's alpha*) koeficientas, kuris remiasi pavienių klausimų, sudarančių klausimyną, koreliacija ir įvertina, ar visi skalės klausimai pakankamai atskleidžia tiriamąjį dydį.

### **Disertacijos tyrimo apribojimai**

Disertacijoje atliekant empirinį tyrimą taikomi dokumentų, internetinio tinklalapio analizės ir anketinės apklausos metodai, tačiau dėl tyrimo platumo ir gilumo netaikomas stebėjimo metodas, kuris padėtų geriau įvertinti socialiai atsakingų organizacijų organizacinę kultūrą. Kita vertus, stebėjimo metodas tinkamas tik konkrečios organizacijos organizacinei kultūrai įvertinti, tuo tarpu disertacijoje pasirinkta analizuoti daugiau nei viena organizacija, surinkti duomenys apibendrinami, o stebėjimo atveju apibendrinti kelių organizacijų duomenų nepavyktų, be to, būtų didelės laiko sąnaudos.

Atkreiptinas dėmesys ir į tai, kad socialiai atsakingų organizacijų skaičius Lietuvoje kiekvienais metais kinta, todėl atlikus kokybinį tyrimą 2015 metais, analizuotos tuo metu prie JT Pasaulinio susitarimo tinklo prisijungusios Lietuvos organizacijos, kurių buvo 64-ios. 2016 metais šis skaičius pasikeitė, bet organizacijos, kurių 2015 metais nebuvo JT Pasaulinio susitarimo tinkle, į tyrimo imtį neįtrauktos, o organizacijos, kurių šiame tinkle nebėra, iš tyrimo nepašalintos.

**Darbo struktūra ir apimtis.** Disertaciją sudaro: įvadas, darbe vartojamų sąvokų sąvadas, 3 darbo dalys, išvados, literatūros šaltinių sąrašas ir priedai (žr. 1 pav.). Darbo apimtis – 178 puslapių (be priedų). Darbe pateikta: 36 lentelės, 45 paveikslas ir 7 priedai. Literatūros ir kitų šaltinių sąrašas yra 398 pozicijų.

## **IŠVADOS**

1. Atlikta organizacinės kultūros koncepcijos ir jos sudedamųjų dalių analizė leidžia teigti, kad organizacinė kultūra analizuojama įvairių disciplinų mokslininkų įvairiuose kontekstuose. OK disertacijoje apibrėžiama kaip tam tikrų sudedamųjų elementų, kuriais vadovaujasi visi organizacijos nariai, visuma. Pagrindiniai OK sudedamieji elementai, konceptualizuojantys organizacinę kultūrą, yra

šie: vertybės, simboliai, istorijos, ritualai, herojai/lyderiai, kultūrinių ryšių tinklas. Remiantis atliktais tyrimais galima patvirtinti organizacinės kultūros svarbą organizacijai, tai leidžia daryti išvadą, kad organizacinė kultūra gali būti vienas esminių konkurencinio pranašumo šaltinių organizacijoje ir turėti įtakos darbuotojų motyvacijai bei darbo našumui.

Atlikta ĮSA apibrėžties analizė leidžia konstatuoti, kad pagrindinės ĮSA dimensijos orientuotos į aplinkosaugą, socialinę, ekonominę ir etiškumo aplinką, santykius su suinteresuotomis šalimis, savanoriškumą bei filantropiją. Konceptualiai ĮSA ir OK apima keturias dimensijas: socialinę, etiškumo, santykių su suinteresuotomis grupėmis bei vertybinių principų. Įgyvendinant šias dimensijas organizacijų veikloje siekiama aukštesnių nei reikalaujama veiklos tikslų, taip prisidedant prie organizacijos veiklos gerinimo, suderinant darbo santykius bei aktyviai dalyvaujant socialiniame dialoge. Sąmoningas ĮSA principų ir organizacinės kultūros elementų integravimas į įmonės veiklą gali padėti sutvirtinti įmonės santykius su suinteresuotomis šalimis.

2. Konstatuojama, kad sukurtų OK vertinimo instrumentų yra didelė įvairovė, jie skiriasi atsižvelgiant į tai, kiek ir kokius kriterijus apima vertinant organizacinę kultūrą. Mokslininkų išskiriami OK vertinimo kriterijai yra gana skirtingi, kaip ir pateiktų teiginių skaičius, svyruojantis nuo 18 iki 130. Atlikta analizė atskleidė, kad plačiausiai OK tyrimuose taikoma anketinė apklausa ir tik keletą organizacinės kultūros vertinimo metodikų taikomas interviu, stebėjimas ar dokumentų analizė. Aptartus organizacinės kultūros vertinimo instrumentus organizacijose taikyti nelengva, tačiau kiekvienas jų gali pasiūlyti naujų idėjų ir išplėsti vadybos mokslo krypties tyrimo lauką. OK vertinimo instrumentų analizė leido išskirti dažniausia OK vertinimui taikomas kriterijus: *komandinis darbas ir bendradarbiavimas; vertybės; bendravimas / kultūrinių ryšių tinklas; požiūris į klientą; vadovavimas; simboliai; inovacijos; vizija, misija, tikslai; herojai; ritualai (tradicijos, ceremonijos); istorijos; socialinė atsakomybė.*

3. Remiantis išskirtais kriterijais sudarytas socialiai atsakingų organizacijų OK vertinimo diagnostinis instrumentas. Aiškinantis, ar

planuojamo pobūdžio tyrimui yra tinkami išskirti kriterijai ir kiekvienam kriterijui priskirti teiginiai, atliktas ekspertinis tyrimas. Šiame tyrime savo nuomonę pareiškė 6 ekspertai, tai suteikė pagrindą pagrįsti sudarytą socialiai atsakingų organizacijų OK vertinimo diagnostinį instrumentą. Ekspertiniame vertinime pasirinktas atmetimo kriterijų svorio vidurkis lygus arba mažesnis kaip 3 ( $V \leq 3$ ). Pateikta VAR reikšmė (svyruoja nuo 0,00 iki 0,56) leidžia teigti, kad atmetus nereikšmingus teiginius, bendrame kontekste matomas pakankamai didelis ekspertų nuomonių darnumo lygis. Atsižvelgus į gautus rezultatus, socialiai atsakingų organizacijų OK vertinimo diagnostinis instrumentas pakoreguotas ir išbandytas atliekant kiekybinį tyrimą socialiai atsakingose organizacijose.

4. Atlikta OK vertinimo metodų analizė atskleidė, kad organizacinei kultūrai vertinti gali būti pasirinkti kokybiniai ir kiekybiniai tyrimo metodai. Populiariausi vertinant organizacinę kultūrą yra anketinė apklausa, interviu, dokumentų analizė ir stebėjimas. Remiantis atlikta analize teigiama, kad dažniausia OK tyrimuose taikomi kiekybiniai metodai. Vis dėlto tyrinėjant organizacinę kultūrą tik kiekybiniais metodais siūloma neapsiriboti, mokslininkai siūlo taikyti kokybinius ir kiekybinius tyrimo metodus, nes jie papildo vienas kitą. Be to, abiejų metodų taikymas užtikrina geresnį organizacinės kultūros supratimą.

Disertacijos tyrimui pasirinkta taikyti kokybinį (dokumentų analizę) ir kiekybinį (anketinę apklausą) tyrimo metodus. Siekiant užtikrinti *kokybinio tyrimo* rezultatų patikimumą ir analizei pasirinktų organizacijų skaičių, išskirti kriterijai, kuriais remiantis atrinktos organizacijos kokybinio tyrimo analizei. Iš 67-ių SA organizacijų kokybiniam tyrimui pasirinktos 44-ios. Taikant *kiekybinį tyrimą* apklausti trijų socialiai atsakingų organizacijų darbuotojai, kaip kontrolinė grupė pasirinktos trys organizacijos, kurio nėra prisijungusios prie JT Pasaulinio susitarimo tinklo. Pagrindžiant *kiekypinio tyrimo* rezultatus taikyti aprašomosios statistikos metodai (*procentai, vidurkiai, moda, std. nuokrypis*). Atliekant demografinių kintamųjų analizę taikytas *ANOVA testas (Tukey HSD kriterijus)*. Norint patvirtinti ar paneigti išsikeltus ginamuosius teiginius, taikytas *Kruskalio Walliso testas*. Be to, taikyta *faktorinė analizė*, kurios pagrindu nustatyta organizacinės kultūros vertinimo teiginių, kuriais

remiantis organizacinė kultūra grupuojama išskiriant kriterijus, koreliacija. Pasirinkti analizės metodai atskleidė socialiai atsakingų organizacijų tarpusavio ryšį ir leido įvertinti organizacinę kultūrą socialiai atsakingų organizacijų kontekste.

5. Atlikus kokybinį tyrimą įvertinta organizacinė kultūra socialiai atsakingų organizacijų kontekste. Atskleista, kad socialiai atsakingos organizacijos į savo veiklą integruoja organizacinę kultūrą, ją formuodamos vertybių, simbolių, istorijų, ritualų, tradicijų ir kitų OK kriterijų pagrindu. Pakankamai daug informacijos apie organizacinę kultūrą randama organizacijų internetiniuose tinklalapiuose, socialinės atsakomybės ataskaitose, etikos kodeksuose, strateginiuose planuose. Ištirta, kad dauguma SA organizacijų pateikia nemažai informacijos apie OK, tai leidžia suinteresuotoms šalims geriau pažinti organizacijos organizacinę kultūrą. Tyrimo rezultatai leidžia konstatuoti, kad socialiai atsakingos organizacijos savo praktikoje įgyvendina organizacinę kultūrą ir ją skleidžia įvairiuose dokumentuose.

Atlikus kiekybinį tyrimą išryškėjo reikšmingi skirtumai tarp SA ir KG organizacijų. Konceptualizuojant tyrimo rezultatus teigiama, kad socialiai atsakingos organizacijos organizacinei kultūrai skiria didesnę dėmesį nei organizacijos, kurios nepasiskelbusios kaip socialiai atsakingos. Tai rodo vidurkių skirtumai (svyruoja nuo  $V - 3,00$  iki  $V - 4,24$ ) ir atlikta dispersinė analizė (ANOVA Tukey HSD), kur  $p$  reikšmė atskleidžia kintamųjų tarpusavio ryšį. Atlikus Kruskalio Walliso testą gauta statistinė  $p$  reikšmė, ne didesnė kaip  $0,05$ , leido patvirtinti ginamąjį teiginį: *organizacinė kultūra socialiai atsakingose organizacijose stipriau išreikšta nei organizacijose, kurios nepasiskelbusios kaip socialiai atsakingos*. Gauti vidurkių rangai, kurie svyruoja nuo  $437,17$  iki  $525,78$ , leido patvirtinti ginamąjį teiginį: *vertybės yra reikšmingiausias kriterijus socialiai atsakingų organizacijų kontekste*. Reikšmingų skirtumų pastebėta atlikus dispersinę analizę, t. y. skirtingo tipo organizacijos linkusios skirtingai vertinti organizacinę kultūrą. Atlikus Kruskalio Walliso testą gauta statistinė  $p$  reikšmė leido patvirtinti ginamąjį teiginį: *SA organizacijų tipas turi reikšmingos įtakos organizacinės kultūros įgyvendinimui*. Vidurkių rangų skirtumai atskleidė, kad didelės ir SVV organizacijos skiria didesnę dėmesį organizacinei kultūrai, tuo tarpu mokslo įstaigose organizacinė kultūra mažiausiai atsiskleidžia. Remiantis gautais



rezultatais konstatuojama, kad organizacinė kultūra yra svarbus reiškinyss socialiai atsakingų organizacijų kontekste. Organizacinės kultūros praktika socialiai atsakingose organizacijose gali padėti stiprinti santykius su suinteresuotomis šalimis.

## **TOLESNIŲ TYRIMŲ KRYPTYS**

Atliktas tyrimas atskleidė organizacinės kultūros svarbą socialiai atsakingų organizacijų kontekste, tačiau empirinių socialiai atsakingų organizacijų organizacinės kultūros tyrimų trūkumas skatina toliau gilintis į šią temą, todėl būtų galima praplėsti tyrimo lauką atliekant jį visose Lietuvos socialiai atsakingose organizacijose.

Organizacinės kultūros vertinimo diagnostinis instrumentas išbandytas trijose Lietuvos socialiai atsakingose organizacijose. Jos supažindintos su gautais rezultatais ir pateiktais vadybiniais sprendimais. Remdamasi pateiktais vadybiniais sprendimais kiekviena įmonė stiprins organizacinę kultūrą, todėl naudinga būtų atlikti longitudinalinį tyrimą, siekiant iš naujo įvertinti šių organizacijų organizacinę kultūrą ir palyginti tyrimų rezultatus.

Disertacijoje empirinis tyrimas atliktas nacionaliniu lygmeniu, todėl organizacinės kultūros vertinimas ir palyginimas tarptautiniu lygmeniu galėtų būti tolesnių tyrimų kryptis. Tyrimai kitose Lietuvos ir užsienio socialiai atsakingose organizacijose leistų įvertinti organizacinę kultūrą socialiai atsakingų organizacijų mastu bei palyginti gautus rezultatus tarp šalių. Atlikti tyrimai, įtraukiant daugiau suinteresuotų dalyvių, išplėstų tyrimo geografiją (peržengiant Lietuvos ribas) ir imtį (į imtį įtraukiant daugiau suinteresuotų dalyvių).

Naudinga būtų apklausti vadovus interviu metodu vertinant organizacinę kultūrą socialiai atsakingose organizacijose. Papildžius sukurta organizacinės kultūros vertinimo diagnostinį instrumentą socialiai atsakingoms organizacijoms interviu metodu, galima būtų tikėtis išsamesnių tyrimo rezultatų, kurie padėtų geriau pažinti konkrečių organizacijų organizacinę kultūrą.

**APPROVAL AND DISSEMINATION OF RESULTS OF  
THE DISSERTATION / DISERTACIJOS REZULTATŲ  
APDOROJIMAS IR SKLAIDA**

*Scientific results of the dissertation published in peer-reviewed scientific publications / Mokslinio darbo rezultatai disertacijos tema paskelbti recenzuojamuose mokslo leidiniuose:*

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## APIE AUTORE

<b>Vardas,</b>	Jurgita Paužuolienė
<b>pavardė:</b>	j.pauzuoliene@gmail.com
<b>El. paštas</b>	
<b>Išsilavinimas:</b>	
<b>2012 – 2016</b>	Socialinių mokslų srities vadybos krypties jungtinės doktorantūros (Vytauto Didžiojo universiteto su Klaipėdos universitetu, Aleksandro Stulginskio universitetu, Mykolo Romerio universitetu ir Šiaulių universitetu) studijos
<b>2008 – 2010</b>	Klaipėdos universitetas, Socialinių mokslų fakultetas, Vadybos katedra, Verslo vadybos studijų programa, suteiktas vadybos ir verslo administravimo magistro kvalifikacinis laipsnis
<b>2004 – 2007</b>	Klaipėdos universitetas, Socialinių mokslų fakultetas, Vadybos katedra, Vadybos ir verslo administravimo studijų programa, suteiktas vadybos ir verslo administravimo bakalauro kvalifikacinis laipsnis
<b>Darbo patirtis:</b>	
<b>2012 iki dabar</b>	<i>Lektorė</i> , Klaipėdos valstybinė kolegija, Administravimo ir kalbų katedra.
<b>2011 iki dabar</b>	<i>Asistentė</i> , Klaipėdos universitetas, Vadybos katedra.
<b>2012 – 2014</b>	<i>Neformaliu būdų įgytų kompetencijų vertinimo ekspertė</i> , projektas „Neformaliu būdų įgytų kompetencijų formalizavimo sistemos parengimas ir įgyvendinimas Vakarų Lietuvos kolegijoje bei partnerių įstaigose“ Nr. VP1-2.1ŠMM-04-K-03-006.
<b>2004 – 2010</b>	<i>Administratorė</i> , Klaipėdos universitetas, Regioninės politikos ir planavimo institutas.
<b>2009 – 2012</b>	<i>Asistentė</i> , Klaipėdos valstybinė kolegija, Logistikos ir administravimo katedra.
<b>Stażuotės, praktikos, mainų programos:</b>	
<b>2015</b>	Erasmus+ praktika “Organizacinės kultūros vertinimas svetingumo organizacijose: teorija ir praktika“ (nuo 2015-07-01 iki 2015-09-30), CDA Koledžas, Larnaka, Kipras.
<b>2015</b>	Erasmus+ praktika “Organizacinės kultūros vertinimo instrumento sudarymas ir metodologijos formavimas” (nuo 2015-04-30 iki 2015-06-30), Latvijos universitetas, Ryga, Latvija.
<b>2014</b>	Tarptautinė dėstytojų mainų programa LLP/ERASMUS (2014-01-13 – 2014-01-17). Gurados Politechnikos Institutas, Portugalija.
<b>2011</b>	Stażuotė (2011-09-25 – 2011-09-30). Witelonos Universitete, Legnica, Latvija.
<b>Mokslinių tyrimų kryptys</b>	Organizacinė kultūra, įmonių socialinė atsakomybė.

Klaipėdos universiteto leidykla

Jurgita Paužuolienė

ASSESSMENT OF ORGANIZATIONAL CULTURE  
IN SOCIALLY RESPONSIBLE ORGANIZATIONS

*Summary of doctoral dissertation*

ORGANIZACINĖS KULTŪROS VERTINIMAS  
SOCIALIAI ATSAKINGOSE ORGANIZACIJOSE

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Išleido ir spausdino Klaipėdos universiteto leidykla, Herkaus Manto g. 84, 92294 Klaipėda

Tel. (8 46) 398 891, el. paštas: leidykla@ku.lt; interneto adresas: <http://www.ku.lt/leidykla/>





