

University doctoral (PhD) dissertation abstract

**THE COMPARATIVE STUDY OF
ORGANIZATIONAL CULTURE AND EMPLOYEES'
ATTITUDE IN AGRICULTURAL ENTERPRISES**

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1. INTRODUCTION, SETTING TARGETS

There is only one certain thing in the life and operation of each organization, namely that everything is changing. Today nobody, even having the monopoly, can think that they are surrounded by a stable environment. Due to the change of the regime, the operating environment of the organizations has changed dramatically. The competition is getting stronger and stronger, new rules are being written, new dimensions giving a certain competitive advantage are starting to appear. The static approach and way of thinking have changed into the direction of a dynamic and 'vigilant' managing behaviour concentrating on continuous changes. Today's enterprises have to consider the stipulation system of the dynamically changing circumstances stable against the former stability. The secret of success is adaptation, getting to know this changing environment, and utilizing its possibilities. The past two decades have caused changes in our way of thinking and through it in our behaviour. In our changing world the organizations and their members have to prove their adaptability. The changed political, economic, social, and technological environment has resulted in the changes of our values. The new century is making new challenges for everyone therefore we must insist on the introducing thought, that is, it is sure that everything is changing. The characteristic of human behaviour is that our deeds are preceded by our thoughts, and the result of our changes in thinking manifests in our behaviour.

The management thinking of the last century showing it in its function we could see special changes of approaches. As the result of the changes of the environmental conditions and opportunities, the leading principles of managing behaviour have also undergone a gradual development, and it is still happening. Today we can see how the human capital is getting more and more valuable. This human capital can be considered as the key element of longlasting effectiveness. It is not all the same what behavioural attitudes characterize the behaviour of the organizational individual as well as the organization itself, since the values we follow are determined mainly by managers.

Today's modern societies are that of organizations, private life and social life are getting separated. The stipulation system of the work needed for making a living takes place within characteristically structured organizational bounds, rather separated from private life. The researches and studies of management and human resources

management cannot show a static, finished end. Man is found in the centre of the interest of management science. Due to the human factors, the already-researched fields and theories must be re-evaluated. Everything is changing and moving, and even an unimportant but new circumstance can result in new connections, other circumstances and relations.

The former theoretical approaches of organizations aimed to set such bases which are compatible for 'all' organizations, but the appearance of the new organizational types, mass production, technological development need other organizational, theoretical approaches. This realization turned the attention to the operating environment of organizations, mainly to the fact how influencing its certain parts are. That is why the study of the cultural characteristics of organizations have got in the centre of interest, which specifically have two analyzing levels: the analysis of the culture of the studied organization and the analysis of the culture of the studied country. The fields of management and human management have differentiated and led to a tendency, due to the fast development, that certain fields have become independent sciences like decision-making, organizational development, management psychology, management sociology, organizational behaviour, organizational culture, stimulative management.

When choosing the topic of my thesis I aimed to study and analyse managerial work. Within it, that field of the managerial work constituted the basis of the study which aims to study the formation of the organizational culture and the employees' attitudes, which is partly the result and circumstance of managerial activities and partly we can talk about interaction, since the organizational values particularly the individual attitudes serve as inputs in the managerial work.

Considering the formation of organizational culture, it is agreed that culture is formed as the result of socialisation, that is, as a kind of social learning. Beside this agreement, in my thesis I aim to lay special emphasis on the mechanism of the process and the influencing factors of organizational culture. Some contextual factors influencing the formation of the culture, for instance the characteristics of the national culture, or the role models of charismatic and determining people, seem to be key factors although they are influenced by the interaction of other factors. To understand the essence of organizational culture, value-centred analyses can be done which let us look into the matter thoroughly. The results of these studies show the organizational culture in the form of either a value-list or hierarchy. The values also have an emotional content, which shows the connection with the attitudes. The last time causing action and

thinking modernity was just after the change of the regime and its effects considering both its individual and national values can be identified. Changes in opinions, attitudes can be seen in the changes of collective-individual way of thinking and values which seem to become a part of the organizational culture and values based on the logic of value-centred analyses. These changing values can considerably influence our opinions, identity and through it our behaviour. It is fortunate when the harmony of the individual, the organizational and national values characterizes the values of the scenes of our behaviour-activities. If this synergia does not succeed, the ad hoc contrasting values may cause dissonance, action hindrance.

By all means it hinders individual performance which holds the efficiency of the organization back. We must reach the synergy of values to form the harmony of individual thinking and through it the harmony of behaviour which is the condition of success and good performance.

The content of my thesis fits in to the researching program of the Department of Management and Labour Science with its functional principle, empirical method and modular construction. While studying and analysing the organizational culture, I realized the possibility exploring the connection directly between managerial work and the realization of managerial tasks and the factors influencing them.

In my thesis first I aim to introduce the concept, role, and importance of organizational culture in management based on some literary work. In the chapter *Own Studies and Methods* I state the starting-point of my research, the general characteristics of the studied organizations, the methods of the detailed studies aiming to survey its organizational culture and the employees' attitude.

Showing the results starts with the general studies followed by the evaluation of the results of the organizational culture and the employees' attitude in the sub-chapter *Detailed Studies*. Finally I summarize the main findings and its new and new-like results, as well as I make a suggestion about the practical applicability of my results for the sake of improvement of managerial work.

AIMS

The main aim of my thesis is to identify the characteristics of the organizational culture of agricultural enterprises and to map its features and to study the attitudes of employees working there. The theoretical approach and the aim of my own studies connected to the studies of this field include the comparative studies of the organizational culture and the employees' attitudes of the agricultural, growing and service organizations operating in the different sectors of agriculture. Further, my aim is to analyse the organizational culture from different points of view and to interpret it based on the results of the studies of the attitude at the place of work.

- ✓ The aim of my thesis was to study and research the connection between organizational culture and employees' attitude in agricultural organizations based on literary work and own observation.
- ✓ Based on literary data and national and international theoretical approaches, my aim was to give a definition of organizational culture and to interpret it.
- ✓ Supposing there are differences in the values of organizations and the employees' way of thinking according to certain aspects therefore I evaluate my databases from different aspects and separately.
- ✓ The researched area gave me the possibility to analyse the organizational culture of the chosen organizations and to show its characteristics.
- ✓ Based on comprehensive data collection and analyses I studied the role and importance of organizational culture among managers and employees in the different aspects of the attitudes at the place of work to explore connections.
- ✓ I aimed to determine employees' attitudes as well as compare them with the 'characteristic' values of the organizational culture questionnaire. Vizsgálatom célja volt a dolgozói attitűdök meghatározása, valamint a szervezeti kultúra kérdőív „jellemző” értékrendjeivel való összehasonlítása.
- ✓ Further, I aimed to show and highlight the fact that how the deliberate improvement of organizational values can make changes in attitudes, which may succeed in the work of managerial, organizational improvement.
- ✓ My aim was to explore the role of organizational culture in the managing and organizational tasks of enterprises.

Based on the results, the final aim of my studies was to make such suggestions that can contribute to the improvement of the efficiency of the managerial-employees' work and through it the organizational performance.

2. ANTECEDENTS AND APPLIED METHODS

My thesis was written as a part of the researching programme 'The Functional Study of Company Management in Agriculture' given by the Management and Labour Science Department of the Centre of Agro and Technological Sciences of the University of Debrecen. According to the structure of the studies, the managerial tasks can be divided into three main groups: organizational management, human resources management, process management. My thesis is about the topic of organizational culture as a part of organizational management (Table 1).

This table shows that the three main groups can be further divided by narrowing the topics. Due to this, its structure can be considered as modular, its research methods as functional. In the way of approach it can be considered empirical, because it is based on the survey of the experiences of the participants.

**Table 1.: 'The Functional Study of Company Management'
The structure and researchers of this research programme.**

Programme supervisor: Dr. Berde Csaba

1. Organizational management studies Supervisor: Dr. Berde Csaba	2. Human resources management studies Supervisor: Dienesné dr. Kovács Erzsébet	3. Process management studies Supervisors: Dr. Nagy Tibor Dr. Pakurár Miklós
1.1. Organizational forms and managerial tasks (Dr. Bilanics Ágnes)	2.1. Motivation (Dr. Juhász Csilla)	3.1. Planning as a managerial task
1.2. Organization development (Szabados Krisztián)	2.2. Conflict management	3.2. Decision-making (Dr. Felföldi János)
1.3. Organizational communication (Dr. Dajnoki Krisztina)	2.3. Human resources planning, management (Balla Gyula)	3.3. Decision-execution, directio
1.4. Information management	2.4. Workforce selection	3.4. Organizing
1.5. Organizational culture (Szilágyi Barnabás)	2.5. Comptence studies (Dr. Barta Ágnes)	3.5. Logistics management (Villányi Réka)
1.6. Group management (Dr. Szabados György)	2.6. Performance evaluation (Dr. Tóth Anikó)	3.6. Controlling (Dr. Szima Mária)
1.7. Management structure and hierarchy studies	2.7. Human resources development (Dr. Piros Márta)	3.7. Quality management (Dr. Gályász József)
1.8. Change management (Dr. Kerékjártó Gábor)	2.8. Career management	3.8. Time management (Dr. Bácsné Bába Éva)
	2.9. Safety management (Terjék László)	

My research work was based on questionnaires in the case of both studies. My research contains mostly 744 individual studies. The respondents were the managers and

subordinates of agricultural enterprises. Geographically, the research covered four counties and the eastern region of Hungary.

Among the methods based on accidental selection, my sampling was done by simple, accidental selection. The test-packet applied during my studies contained three questionnaires. A general form about some important facts of the enterprise, the questionnaire to diagnose the so called HARRISON organizational culture, and my own questionnaire about the attitude at the place of work.

The first phase of my study was the preparation of the questionnaires. The HARRISON questionnaire applied by me, is a standardized one. But I made the questionnaire to measure the employees' attitudes, employees' contentment based on national and international technical literature. Filling in the questionnaires was followed by processing data, evaluating the results, verifying my hypotheses, drawing conclusions. To process data SPSS 15.0 and Excel programmes were used. The inclusion of the questionnaires was done simultaneously, after filling in the questionnaire about the identification of organizational culture, the respondents filled in the questionnaire about employees' attitudes. Filling in the questionnaires were voluntary and anonymous. Filling in the questionnaires were supervised by me and by the 'pollster' charged and coached by me. Due to this, no shortcomings appeared while filling in.

The questionnaire to diagnose organizational culture contains 15 factors, and connected to each factor, it consists of evaluation competence alternatives or items suitable for the four kinds of organizational culture: power – role – achievement – support shown in detail. The respondents had to evaluate the items by evaluating the present culture experienced by them, as well as these items have to be evaluated considering the most desirable culture.

The evaluate the existing culture there are the following categories:

- 4- Dominant aspect
- 3- Secondly dominant aspect
- 2- Less dominant aspect
- 1- The least dominant aspect

The categories in the case of the most desirable culture are:

- 4- The most optimal value
- 3- Secondly optimal value
- 2- Thirdly optimal value
- 1- The least optimal value

The responses in both cases of my own data and expected criteria gave the possibility to create an order of priority for the respondents. All the factors being evaluated contained – based on a given algorithm – response-alternatives identifying all organizational culture categories of the HARRISON model. The cummulated sum of these response alternatives shows priority concerning the identification of the existing culture, as well as with an identical evaluating principle we could form a notion of the most desirable, expected culture, which provided the possibility for a comparative evaluation. During the evaluation the sum of the points of the items identifying culture showed the HARRISON type of the present and the most desirable cultures. The evaluation of the test is done on the basis of 15 factors and on the basis of the qualification of the four items per each factor. The total point of the 'chemically pure' present and the most desirable organizational culture is 60 points.

The factors of the questionnaire:

- the behavioral-conductive motivation of doing the work
- the basic values of personal advancement within the organization
- the relations between the organization and the individual
- the factors influencing the behaviour of the members of the organization
- the characteristics of the decision-making processes
- the principles of the delegations of tasks
- the most desirable behavioural characteristics expected from the employees
- the orientation of the managerial behaviour
- the rate of the possibility of the expression of opinions, the characteristics of accepting the instructions
- motivation for work
- cooperation of work teams
- solving disagreements

- the environmental evaluation of the organization
- basic values of keeping the rules and instructions
- And the essential fields 'transmitted by heredity' of the most desirable values

The final version of the questionnaire applied to diagnose the employees' attitude was preceded by testing studies, and their experiences were taken into consideration during the preparation of the questionnaire applied in my survey. The questionnaire on the attitude at the place of work included a so called personal section referring to the demographical variables of the respondents. The questionnaire to diagnose the employees' attitudes at the place of work contained 54 questions out of 5 topics.

The opinions were collected according to the following question groups:

- opinions about the organization
- opinions about the work done
- opinions about the relations between colleagues
- opinions about the relations of the management and employees
- opinions about the organization in overall connected to its past – present – future, and its history.

In the topic of opinions about the organization I aim to study loyalty, solidarity at the place of work touching upon the question of individual's attachment to the place of work and the study of the value of personal advancement at the place of work. This section identifies the individual preferences which result in satisfaction. This topic studies the measurement of cohesion as well as the evaluation of the organization as a community at the place of work.

In the topic of the opinions about the work done I aim to study the connection between the work done and the individual, the connection between the conditions provided by the organization and the expectations connected to the individual's needs. I try to study how much the organization can take the working individual's needs and expectations into consideration, and how much these individual needs and the conditions provided by the workplace are harmonized.

In the topic of the relations between colleagues I studied the characteristics of cooperation within the organization, the individual attitudes of the most desirable relations between colleagues as well as the measurement of their fulfilment. In this topic

I tried to map the relations of the individual and the team as well as the community in detail.

In the topic of the relations between management and employees, the study includes the survey of the determining personal managerial competences and the measurement of their fulfilment. This topic aims to determine the characteristics of the managerial conduct and managerial decision-making as well as to map the employees' attitudes about the management. In this topic I study the characteristics, openness, and regulation of the organizational communication channels which play a great part of communicating the organizational values.

The topic of the opinions about the history of the organization aims to survey organizational targets and their communication and acceptance. This is the section where the individual attitudes, needs are examined. In this question group I study the criteria and characteristics of individual satisfaction suitable for the levels of need.

The questions of the questionnaire on the attitude at the place of work are varied, but I applied characteristically private questions. A part of the private questions could be answered on the seven-degree LIKERT scale, while other questions contained response alternatives drafted in advance beside their own possible answers. After the inclusion of the questionnaires followed by a control I made the coding, determined the variables, processed the data into the statistical programme, evaluated the data, finally compiled the charts and graphs showing the results. The advantage of the closed questionnaire is that it can be processed easily, and beside the uniform it is easier to generalize the results.

Other methods:

During the survey, beside the questionnaires I carried out detailed interviews with the managers and employees. It was advantageous because I could get to know individual attitudes, values connected to the organizational culture. The information given to the interviews made the results of the questionnaire survey complete.

In the circle of employees I carried out a focus group inquiry. As a result of this method of inquiry I can state that in the circle of the members of the focus group, the effect of synergy could be perceived which is due to partly that the respondents in my survey belonging to the same organization and having the same problem stimulated one another, which resulted in the better understanding of their behaviour, motivation, attitudes for me.

Statistical methods applied while analyzing and evaluating data

I applied different statistical methods while analyzing and evaluating the data. The extent of the main multitude is 744. These multitudes can be briefly characterized by their average or dispersive indexes. I applied the arithmetic average and dispersion square as the most frequently applied methods of descriptive statistics.

While analysing I used the results of the sample. There was a general form which helped me to classify the sample, and a personal section as the closing part of the survey on the employees' attitude. Based on these collected pieces of information I could divide the sample into homogeneous parts.

Carrying out the general studies I created grouped variables based on different points of view, by using the characteristics of the general form of organizations first and then of the respondents, and in the personal section:

I classified the organizations according to their operating form, classification, age groups, qualification, assignment. There were other grouping factors like age, qualification, gender, assignment, organizational form, working years.

The sampling was not the so called 'snowball' sampling which belongs to the sampling methods of probability. Its essence was that the first respondents, mainly managers of organizations, appointed other people to continue the survey.

I aimed to carry out such a study in which differences can be seen in the attitudes of groups along the different variables. I studied whether there is a significant difference between the 'characteristic' groups based on the qualification of managers and subordinates, age, gender, assignment.

When determining the significant differences between the groups I applied the most suitable method, that is, the one-viewpoint, independent-sampling variant analysis. With this variant analysis we got the answer whether there is a significant difference between the average values of the answers to each question about the studied groups (male-female). This variant analysis can show whether the variance is more significant within

the group than the dispersion between the groups. While evaluating I regarded the figure of $p < 0,05$ as a significant result.

I used SPSS 15.0 software to carry out descriptive statistical studies and the variant analysis.

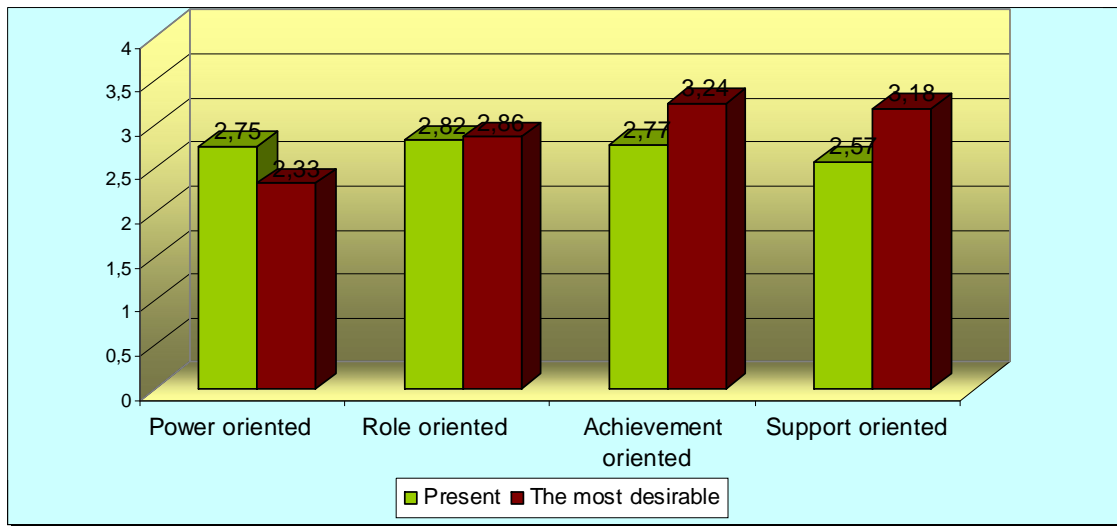
I also applied the main-component analysis as the method of data-reduction which transforms the original variables into fewer new variables. While analysing, the connection between the mutually related variables is studied. The aim of summing up is to get fewer uncorrelated variables – main components - from the numerous variables. The main component can preserve most of the information about the total heterogeneity of the original variables. During the procedure we could make sure whether our variables really measure one dimension. With the main-component analysis information parts can be summed up without the least loss of information.

First I processed the questionnaire of the organizational culture, then I evaluated the results of the survey on the employees' attitude.

I aimed to map the differences of responses considering organizational culture, in case of groups based on different points of view.

3. THE MAIN STATEMENTS OF THE THESIS

The most desirable organizational figures per the whole sample, compared with the present values, we can state that the result-based, support-oriented organizational culture appears as an expectation.



Source: Own Studies

n=744

Chart 1.: The averages of the present and the most desirable organizational cultures

When examining each dimension of the figures of the present and the most desirable cultures, we can state that the dimensions of power culture – not considering one exception – got lower figures in the case of the most desirable culture. Only the leading mentor’s role was needed to be strengthened positively, while the respondents emphasized professional skills over keeping the rules in advancement, and they wanted rivalization to be reduced among the work teams in the future. There is a big difference connected to the manager’s role and his decisions, since there is a demand for human orientation, that is, when making decisions the management should take the consequences they have on the employees into consideration. Considering role culture, we can see that the judgement of different dimensions is mixed. Against rivalization among the work teams the respondents want helpfulness, and considering task-relations orientation, the latter would be needed as a desirable future value. Besides, the strengthening of the manager’s mentoring-supporting role is drafted, and considering motivation against punishment, the collective and professional need of the suitable work

relations is also drafted. The figures of the dimensions of the achievement and supporting cultures draft a positive need in each dimension without exception. The figures of achievement organizational culture show a huge difference in the relations between the organization and the individual pointing to the direction of orientation as well as considering the relations between the individuals, the interests of mutual expression of opinions appear. The basic figure of advancement, the personal advancement within the organization shows the desirable dimension of professional skills.

Table 2: The differences of the figures of the present and the most desirable organizational cultures

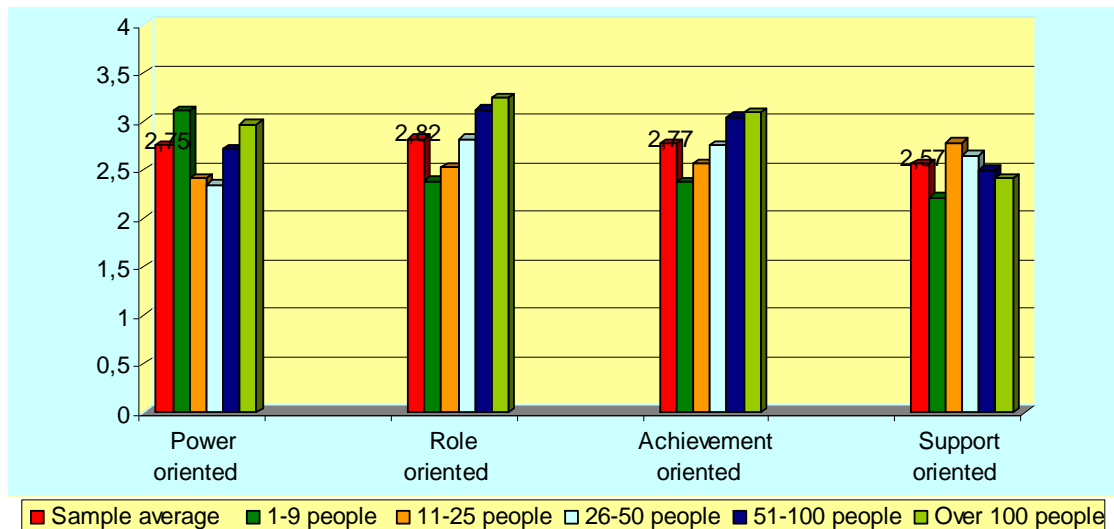
	Power	Role	Achievement	Support
Complying with the requirements-cooperation	-0,32	-0,02	0,33	0,63
Complying with the rules - professionalism	-0,89	0,3	0,61	0,78
Task - relations orientation	-0,41	-0,49	0,6	0,83
Status, position - group	-0,57	-0,1	0,52	0,53
Instruction - consensus	-0,44	-0,06	0,27	0,56
Task - human orientation	-0,61	0,1	0,52	0,53
Submission - cooperation	-0,39	-0,06	0,56	0,56
The managing autokrat - mentor	0,18	0,28	0,57	0,5
Power oriented – relations oriented	-0,53	0,13	0,66	0,56
Work motivation punishment - effective work relations	-0,56	0,36	0,56	0,6
Relations of working groups rivalization - helpfulness	-0,81	-0,5	0,52	0,82
Solving conflicts between superiors and subordinates	-0,41	-0,1	0,55	0,65
The closed-open environment of the organization	-0,47	0,02	0,21	0,55
Rules, laws – can be formed	-0,54	0,07	0,03	0,25
The basis of cooperation is power – good group relations	-0,56	0	0,39	0,64

Source: Own studies

n=744

Among the figures of support culture dimensions we can find the biggest differences between the present and the most desirable dimensions, which in my opinion can result in free expressions of opinions as the result of the more humanistic atmosphere

characterizing culture, which manifests in a more precise attitude considering the most desirable figures. The differences of the dimensions showing the biggest difference are similar to the figures of achievement culture, but some more increased needs appear like asking others for help, giving direction, giving advice. When we take the differences of the figures of the present and the most desirable cultures out of the comparison in an absolute value, considering all the culture types, we can see that in the dimension *keeping the rules-professional skills* the figure of personal advancement, in the dimension *relations of work teams rivalization-helpfulness* rather along collective values, the organizational atmosphere of the friendly, attentive cooperation is needed. The progress of the figures of the organizational cultures shows that there is a demand for support culture as a desirable value, which is proved by the negative progress of the figures of power culture.

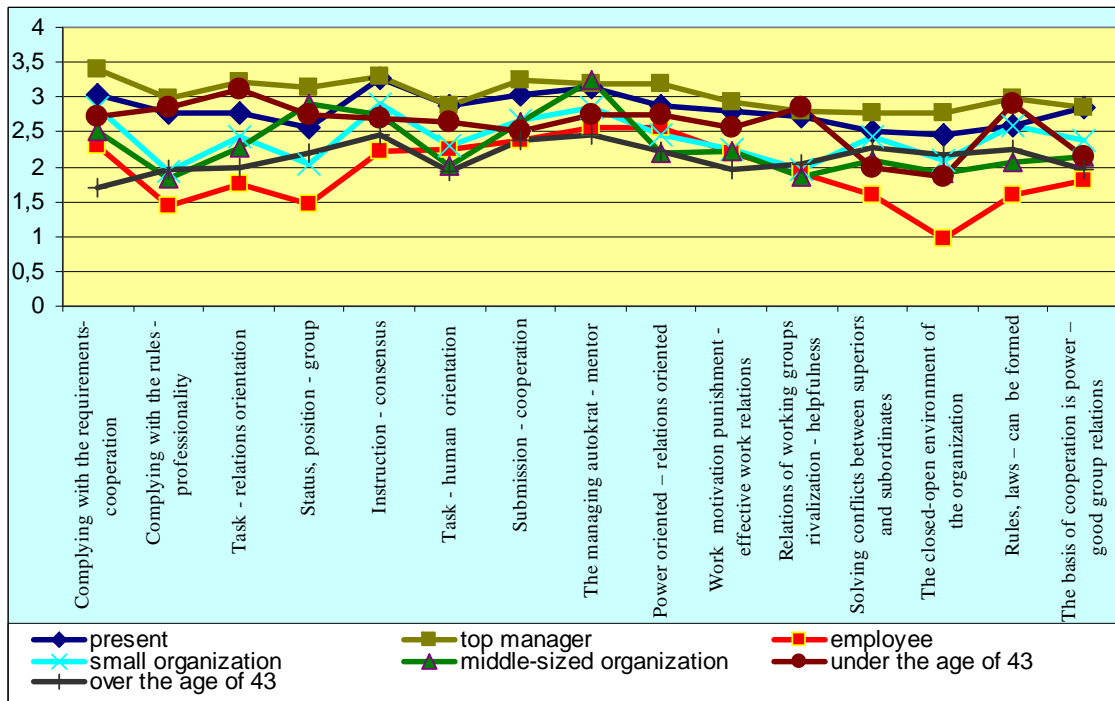


Own source: Significant difference ($p < 0,05$): One-Way Anova (based on a one-viewpoint variant analysis) $n=744$

Chart 2: The connection between the present organizational culture and the size of the organizations

In the studied organizations considering the size of the organization typically I can state that the small organizations have a typical power culture, while the middle-sized enterprises have either a role or an achievement culture. The smaller organizations typically operate under the management of a central person, which results in subordinate values of employees entirely fulfilling the requests of the 'boss'. When the size of the organization increases, one person is not able to have everything under control, the delegation of the tasks leads to the values of the role culture which is

divided into functions. The personal, primary managerial control over the employees is less, and considering individual work, the increase of performance can be reached by stimulation, which strengthens the values of the achievement-oriented organizational culture.



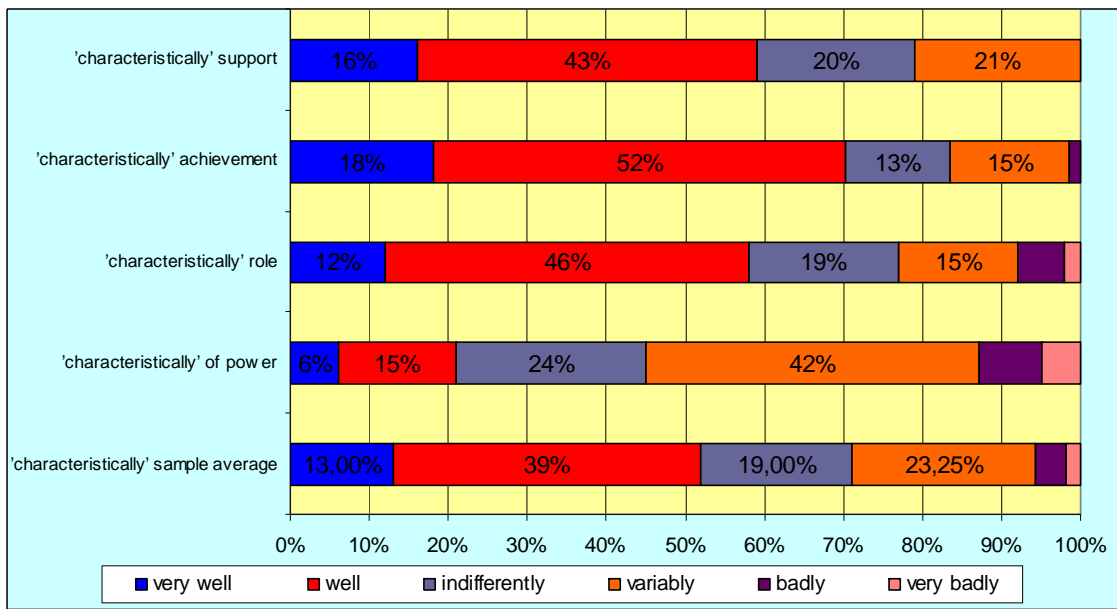
Source: Own Studies

n=744

Chart 3: The judgement of the present and the most desirable cultures in different groups.

Considering power culture we can state that the different interviewed groups evaluated the different dimensions along quite different values. In case of more dimensions, from the present values more desirable future values were drafted by the top managers' group and by the respondents under the age of 43. They forecast the desirable picture of a more precised power culture considering the dimensions like complying with the requirements, task, status, and position dimensions. Whereas the employees presented the progress towards a more humanistic and supportive direction of the culture dimension as a desirable organizational culture. It is clear that cooperation, professionalism, the importance of the group are drafted as desirable values. As a manifested future value the respondents expect a progress towards the direction of humanorientation, the strengthening of the role of the leading mentor and the cooperation based on consensus. The answers of the respondents under and over the age of 43 show significant differences similar to the manager-subordinate values. Although

both of these groups typically drafted a progress towards the direction of the more humanistic and supportive values of power culture as a desirable value but with different importance. The desirable values of the older generation of employees showed a significant difference in more dimensions like cooperation, professionalism, relations-orientation, helpfulness. Employees being advanced in years expect a more humanistic direction in all dimensions mentioned above.

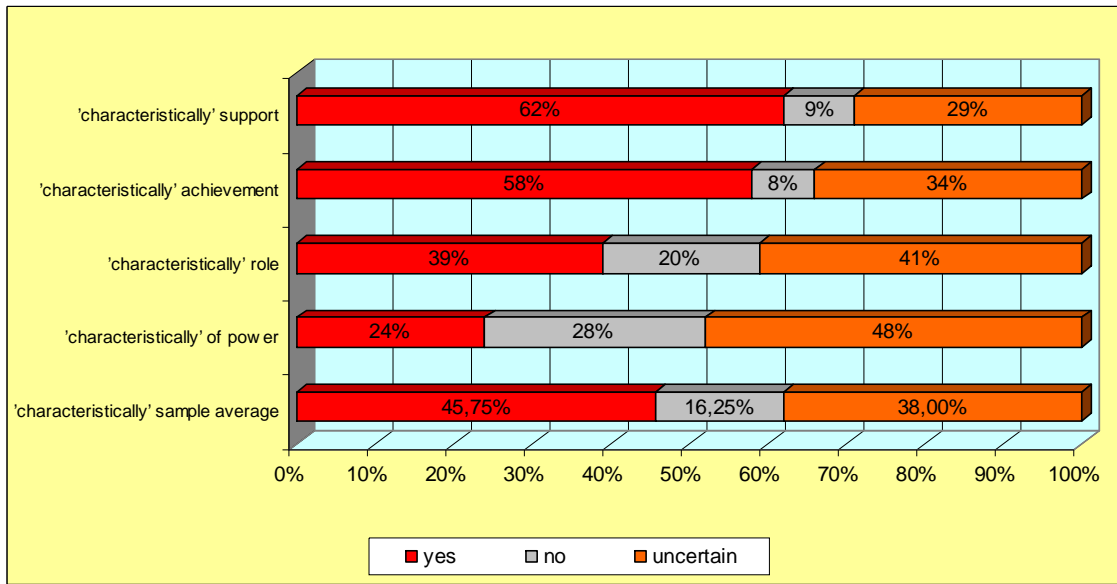


Source: Own Studies 'characteristic' sample n=251, 'characteristically' of power: n=41, 'characteristically' role: n=98, 'characteristically' achievement: n=63, 'characteristically' support: n=49

Chart 4: The comparison of the atmosphere at the place of work and the 'characteristic' groups

The data show that the group values which can be characterised by the given figures from each culture dimension have different attitudes towards one another. While 70% of the achievement group and 60% of the support group enjoy themselves at their place of work, in case of the power group the satisfaction is only 21%, which is behind with the 'characteristic' sample average.

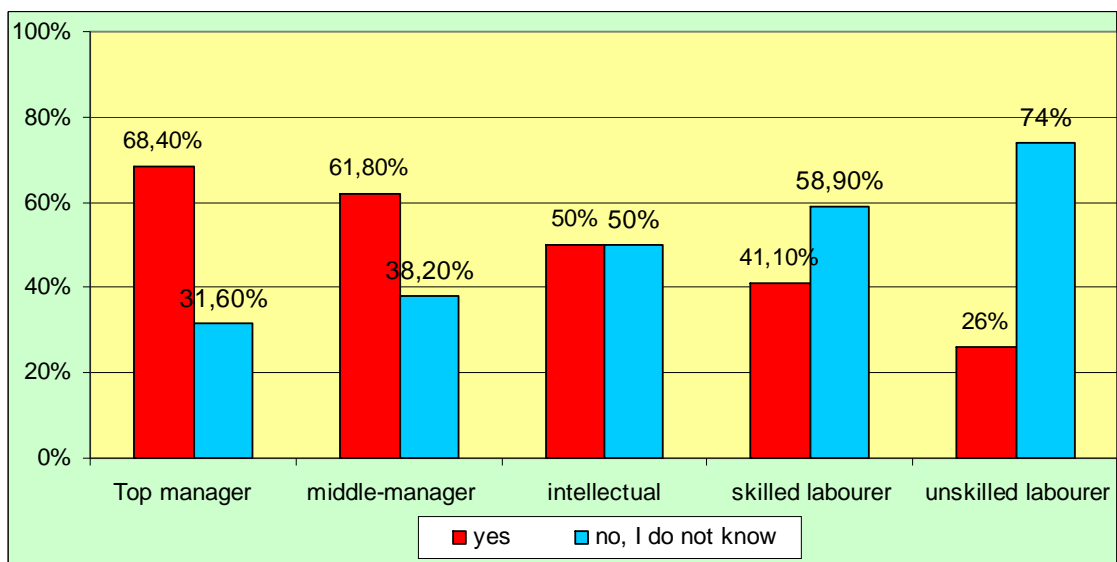
In case of the 'characteristic' groups of the organizational culture, the alternatives of choosing a place of work occurred differently considering rechoosing (Chart 5). We can state that the respondents (62%) of the support group and that (58%) of the achievement group would choose their present place of work while only 24% of the power group would make the same decision. If we regard the uncertain answers as 'soft NOs', we can see that two thirds (76%) of the power group would not choose their present place of work again.



Source: Own Studies 'characteristic' sample n=251, 'characteristically' of power: n=41, 'characteristically' role: n=98, 'characteristically' achievement: n=63, 'characteristically' support: n=49

Chart 5: Preferences of Choosing a new place of work considering the 'characteristic' groups

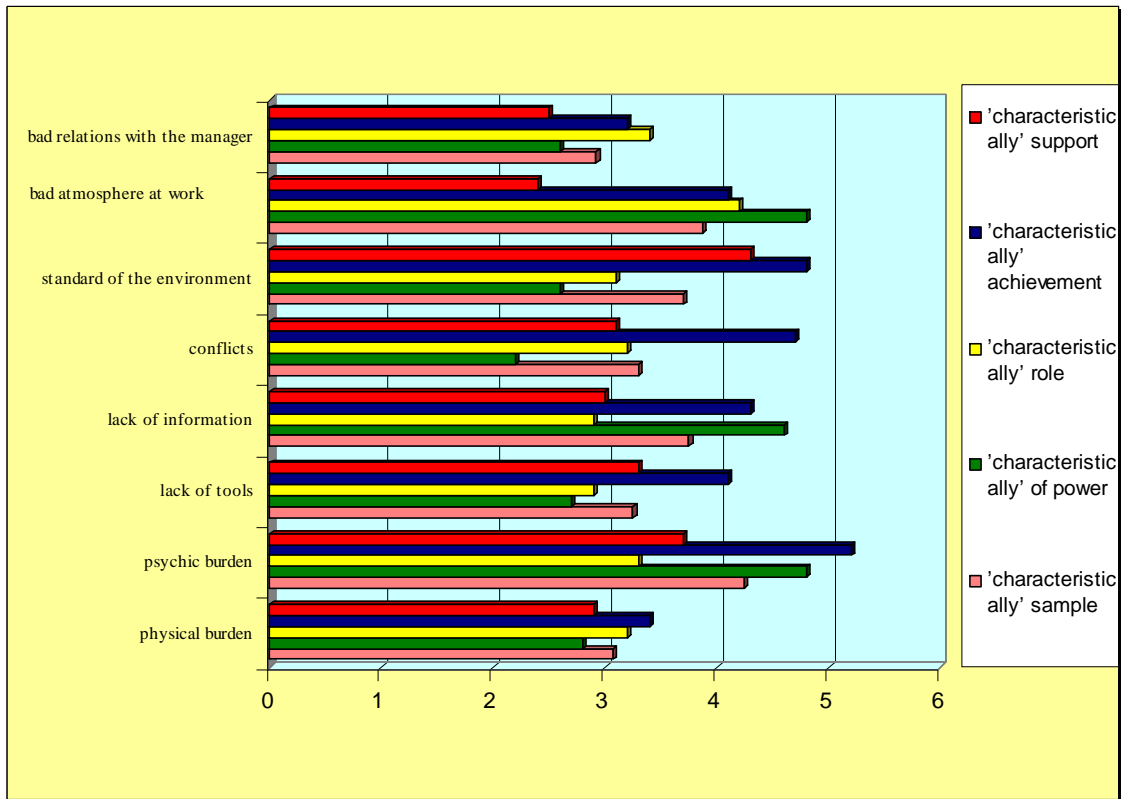
Considering rechoosing the present place of work there are differences in the groups of respondents determined by their positions. While 68.4% of the managers would say Yes, seeing the gradually decreasing tendency, considering qualifications only 26% of the unskilled employees would make a similar decision. There is also a high figure, 58.9% of refusal and uncertain rechoosing in connection with the skilled workers.



Source: Own Studies

n=744

Chart 6: The connection between the preferences of choosing a new place of work and the assignment



Source: Own Studies 'characteristic' sample n=251, 'characteristically' of power: n=41, 'characteristically' role: n=98, 'characteristically' achievement: n=63, 'characteristically' support: n=49
Significant difference (p<0,05): One-Way Anova (based on a one-viewpoint variant analysis) n=744

Chart 7: The attitudes of problems occurring while working considering the 'characteritic'groups

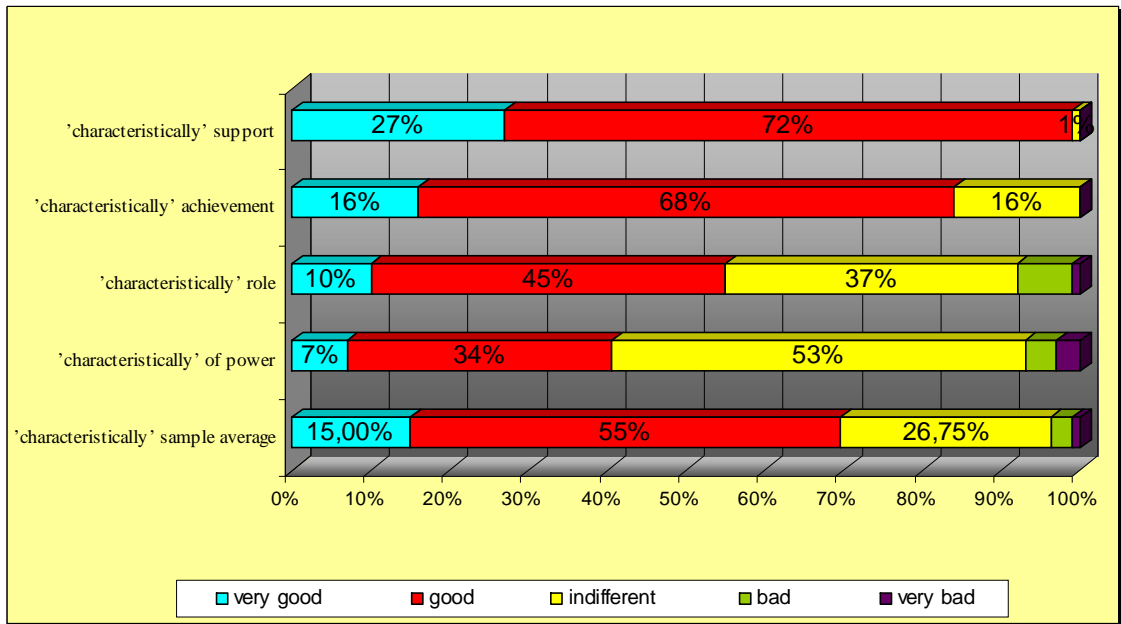
Based on my results I can state that the bad atmosphere of the place of work may cause a problem during work for the respondents of the achievement, role and power groups while it is not the case with the support group. All in all we can see that the averages of the possible problems show the biggest figure in case of the achievement group, due to the fact that their salary is connected to the extra energy of the individual, and its optimal conditions are hindered by the possible problems. As the result of the increased performance constraint, the individual becomes more sensitive to the surrounding conditions hindering one's performance.

Table 3: Analyses with a simple one-factor variant analysis considering the organizational size

Main components	Organizational size			Significance
	1-10 people	11-50 people	Over 51 people	
Goup harmony	0,001536	0,42256	0,023364	0,0034626
Conflicts within groups	0,002638	0,083358	0,422286	0,0244638
Conflicts between groups	-0,014364	0,045561	0,096637	0,0011428
Cooperation within a group	0,052781	0,622893	0,037783	0,043358
Extra work-overtime	0,073225	0,511210	-0,073352	0,0363789
Involvement-mutual interests	-0,0263345	0,048869	-0,093356	0,0014225

Source: Own Studies. The red parts refer to the averages over the total average, the blue parts refer to the averages under the total average.

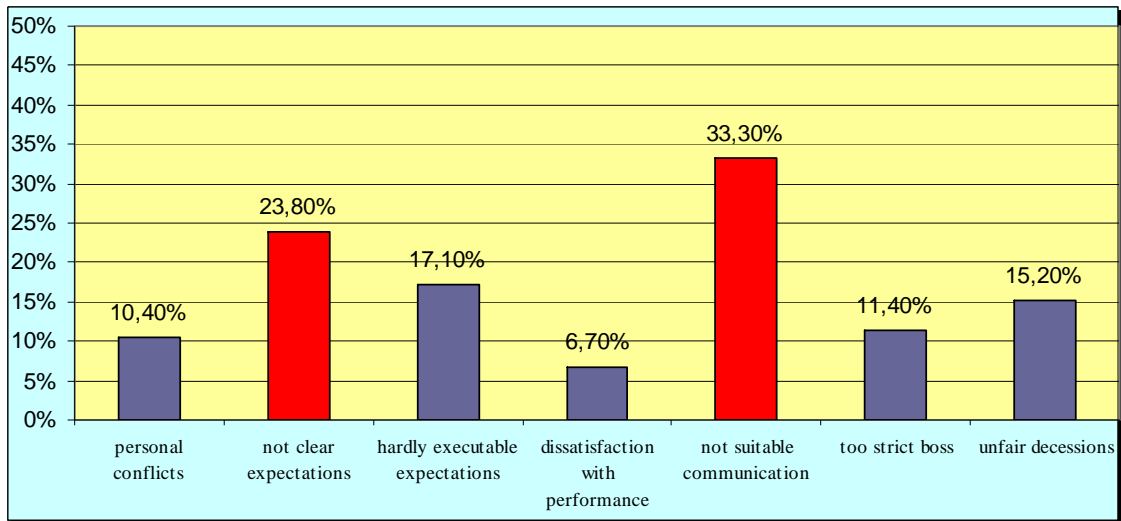
Table 3 shows that the enterprises with 11-50 members can be characterized by collective values, and in certain dimensions it shows its difference compared with other smaller or bigger organizations. The organization with 11-50 members can be characterized by involvement, operation along mutual interests, needs of group harmony. The collective values of mutuality show a significant correlation with the size of the organization. Supporting my former statements, the values of smaller organizations is characteristically power-oriented where the operation beside the strong managerial control and the dependent situation of the employees do not favour the formation of the collective-attitude. The biggest organizations can be characterized by the individualistic attitude again due to the differentiated work and the little control only over the parts of the tasks.



Source: Own Studies 'characteristic' sample n=251, 'characteristically' of power: n=41, 'characteristically' role: n=98, 'characteristically' achievement: n=63, 'characteristically' support: n=49

Chart 8: The general attitude between the management and the subordinates in case of 'characteristic' groups

Based on my results I can state that characteristically in case of the support group the respondents' relations with the managers are good almost without exception, or very good, while in case of the power group the figure of indifferent relations with the managers is increasing. In the background of the not suitable management, different reasons can be found. 33% of the respondents blamed the management for the not suitable communication connected to the targets and future plans of the organization. 23.8% of the respondents drafted the unclear expectations as problems. Both of these fields drafted the need of improvement of the communicational function of the manager. My statement here coincides with the results of other researches at the Department, which emphasised the priority of two-way communication in the task order of managerial work.



Source: Own Studies

n=744

Chart 9: The reasons of dissatisfaction with management.

In the background of good boss-subordinate relations we can state that talks about problems and the attitude of humane relations are drafted as values supposing good relations. As a valuet the leading mentor means the basis of good relations. If the management is able to communicate more effectively considering the unclear expectations drafted as a problem, it meets the needs of the respondents' clear expectations which contributes to the need of structuralism, predictability.

4. PRACTICAL USABILITY, APPLYABILITY

- While diagnosing the desirable organizational cultures we can state that the power culture shows lower figures in all organizational sizes, which can lead to the decrease of **bureaucratic features** within the organization. Connected to this there is an expectation towards the desirable, future manager, that is, the manager should be supportive with his subordinates, should be open for new ideas, and should be democratic. Considering the delegation of the **managerial tasks, humanorientation** is needed, that is, when making decisions the manager should take their consequences on the employees into consideration. The manager should pay more attention to the need for improvement of the individuals.
- Since the higher position in the organizational culture is in connection with the need for the values which put the performance in the centre and are based on achievement, such a motivational system is desired, especially for those in higher positions, which includes a stimulative element which is connected to performance and appreciates invested energy equitably. The older age group emphasized the desirable, support-oriented values, which means in a humane point of view that the equitable compensational element appreciating organizational loyalty could be a part of the **motivational-stimulating system**. The younger respondents emphasized the values based on 'achievement', for them the motivational system should contain a stimulating element built on performance. I can make similar suggestions in case of the workers who have been working for the organization for less time.
- Since for the new employee there is an expectation, that is, as a good team member he needs to form effective relations with the colleagues, in my opinion the organizations have to provide the possibility to get this '**mutual experience**' in the form of trainings, and other team building events. Based on my results considering the relations at the place of work and general satisfaction I saw a positive connection, that is, the better the relations the better the atmosphere and the general satisfaction are at the place of work, and the positive experience of these relations shows a connection with the rechoosing of the place of work and loyalty.

- Considering **the selection and employment** we should be more careful, since according to my results the present work in many cases is either partly or not at all suitable for the qualification of the employees, that is, there is a difference between the qualification of the human resources staff and the tasks done by the organization. This difference can increase the backwardness of confirmation and experience of success resulted by the work by the employee.
- Since the reason of dissatisfaction is partly the uncertain future picture of the organization, the management should solve this problem to satisfy the long-lasting needs for a certain workplace and the basic need for safety, which is a communicational task of the management in my opinion. I think that the measurement of being informed is in direct proportion to the measurement of loyalty towards the organization. The **managerial communicational** activity can contribute effectively to communicate the declared values of management, through it, to the formation of the culture determining the desirable behaviour of the organization.
- Keeping the rules should be characterized by professionalism, for which the employees' knowledge and opinions can be used, and these rules can be rewritten if they do not serve the aims suitably. On one hand the measurement of their participation would increase the employees' responsibility for keeping the rules, on the other hand it would support the possible better ideas caused by thinking together, and the participation increases the measurements of commitment and taking responsibility.

In my opinion the employees would be more willing and able to do more for – the collective aim – the organization than it provides for them at present.

5. THE NEW AND NEW-LIKE RESULTS OF THE THESIS

In my opinion one of the main results of the studies is that I managed to have statements in connection with the culture of agricultural organizations and employees' attitudes, after the inquiry of the employees of national agricultural organizations, setting out from the way of employees' thinking, based on the identification of the individual subjects, cognition, conviction, value judgement. I can summarize the new and new-like results of my thesis in the following way:

- In my studies it was the first time I had applied the HARRISON type of studying method. I made and successfully applied a new questionnaire with many points of view to study the connection between employees' attitudes and organizational culture.
- In case of the agricultural organizations studied by me, while diagnosing organizational culture, we can state that the results of the values of the present organizational culture show a deviation considering the size of the studied organizations.

In the studied organizations considering the size of the organization typically I can state that the small organizations have a typical power culture, while the middle-sized enterprises have either a role or an achievement culture.

- I can state that there are differences between the judgements of age and the desirable values. The older age group preferred the 'role' and 'support' oriented values, while the younger respondents preferred the values based on 'achievement'. Based on my results I can claim that there is a higher demand for support culture parallel with the work period spent in the organization.
- From my data it can be stated that the higher position in the organizational culture is characteristically in connection with the demand for the most desirable values based on good performance and achievements.
- When diagnosing the most desirable organizational cultures we can state that the power culture shows lower figures in case of each organizational size, but in case of role and achievement cultures we can state that with the increase of the organization, the point-value of the named cultures is parallel increasing. In contrast with this, the average of the values of the present support culture is in inverse proportion to the increase of the size of the organization.

The aim of my thesis was the study of organizational culture and its influencing factors in agricultural enterprises.

the connection between employees' attitudes and organizational culture.

My studies proved that the characteristics of organizational culture appear in several fields of enterprises, and have a great role in the formation and changes of attitudes of managers and their subordinates.

Based on my results it can be stated that the the characteristics of organizational culture are less sector specific and its characteristic features appear in connection with the organizational size, the qualification, the position in the organizational structure.

The suggestions I made based on the results of the studies may contribute to the increase of effectiveness and efficiency of organizations.

6. PUBLICATIONS IN THE THESIS

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