

Redefining Organizational Culture in Global Crisis: Affirmation of New Values

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Abstract:

Organizational culture is one of the key factors that influence achievement of organizational goals and the most relevant intermediate factor that creates interdependent relation between leadership and organizational performances. If the employees have compatible beliefs and mutual understanding about system of common values it will facilitate team work, and make completion of goals more likely.

Research problem in this work paper is focused on how to change organizational culture in order to make organization more competitive in radically turbulent environment. Contemporary organizational structures, created as a result of traditional models incapability to respond to change, tend to be very flexible. Basic condition to make organizational structure more adaptable is permanent innovation and redefinition of existing organizational culture.

Research goal is to prove that during global economic crisis it is necessary to adapt core values organizational culture is based on and to redefine them according to new principles that promote flexibility, teamwork and participative leadership style. Consequently, foundation for conducting the research is built upon following hypothesis:

Hypothesis 1: During radical global turbulences organizational culture must be redesigned and established on new value system, that incites tendency toward change.

Hypothesis 2: New set of values organizational culture is based on implies promotion of teamwork, but simultaneous encouragement of individual initiative and creativity of the employees, too.

Hypothesis 3: New set of values organizational culture is based on reaffirmation of the transformational leadership style, as well as creating interdependence between leader's behavior and the demands of the concrete situation.

Research required application of certain scientific methods and techniques, such as analysis, synthesis, induction and deduction. Combination of qualitative and quantitative methodology has been used, based on study and comparison with previous research and empirical achievements of the other researchers. Special contribution of this paper attempt in presentation of the research conducted in twenty Serbian corporations, aiming to analyze characteristic of their organizational cultures. Data are gathered through direct observation, interviews, discussions and questioners, filled by approximately 500 employees. During the course of the research, it has been analyzed attitude leaders demonstrate toward teamwork, creativity and individual initiative, as well as to what extent they support and encourage participation of the employees in the

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