

ORGANIZATIONAL CULTURE AND STRATEGIC MANAGEMENT

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Abstract: In business, there are often situations where an extremely good strategy does not achieve the desired results, or even leads to losses. Considering the complexity of organizational systems, the reasons for the failure or limited success of individual business strategies can be numerous and varied. Recently, there has been a growing understanding that the failure of business strategies is often the result of their incompatibility with the organizational culture of the company. This paper examines the influence of organizational culture on the effectiveness of selected business strategies, as well as on strategic management as a whole. Also, the need for organizational culture changes in our companies was discussed.

Key words: organizational culture, strategic management, enterprise, business strategy, organizational changes

1. NATIONAL CULTURE AND INFLUENCE ON ORGANIZATIONAL CULTURE

Every company has an organizational culture. Building an organizational culture is a complex, long-term and never-ending process. The successful management of organizational culture represents a competitive advantage for the organization, as the result is lower expenses, greater savings, a higher degree of employee motivation, which affects their productivity, and the growth of the organization's reputation in the environment. Management should create conditions for employees to innovate and drive change. Every organization has invisible qualities, a certain style, a specific character or a certain way of doing business. These invisible qualities determine the success of an organization. A common, if not the most common, definition of organizational culture is: "It's the way we work here." Company culture means the way of life and work in the company [1]. Organizational culture reaches deeper than the words used for a company's mission statement. Corporate culture refers to the tacit understanding, boundaries, common language and common expectations established by the members of the organization. Organizational culture is shaped by the leadership, top management of the organization. The leader in the company creates changes and motivates employees to achieve defined goals. Organizational culture is reflected through: the way of management, the quality of the relationship between management and employees, the information system, the system of rewards and punishments, and the personal culture of employees. The personal culture of employees is measured or defined through their morality, discipline and rationality. It has a big part in the organizational culture. Therefore, successful managers must know the elements of social psychology relevant to the organizational behavior of an individual. It refers to [2]:

- attitudes and their formation and changes,
- communication and its effects that reflect on work efficiency and work motivation,
- solving problems because the goal is to establish cooperation and not to create competition,
- social influences because they reflect on the individual in the workplace to a lesser or greater extent and
- leadership style as a factor in employee work motivation.

Organizational culture is identified through several important aspects of company life. Organizational culture includes visual constants of the work space, a certain style used in communication, ethical norms within the company, the image of the leader, protocol, internal interpersonal relations, communication symbols, as well as the quality of the company's relations in the social environment. Behavior in the social environment is an important determinant of organizational culture, and such behavior is evaluated through the company's relationship with customers, citizens, business partners, journalists, media, competitors, etc. There are many elements of organizational culture. These are: assumptions, attitudes, models of behavior, values, ceremonies, commitment, customs, ethics, beliefs, way of doing business, communication patterns: language and

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jargon, climate, expectations, habits, anecdotes, history, myths, rituals, feelings, identity, meanings, ideology, symbols, vision, dress code, physical objects, tradition, informal rules, etc.

The values of the national culture are adopted in early childhood, starting from parents, family, teachers, friends, through stories, legends, fairy tales... This is how basic assumptions and values are created, which are etched deep into the subconscious. Those values are manifested in everyday behavior, and are reinforced by socialization, through contacts and interactions with people who have similar values [3]. Culture is not the only factor that influences people's behavior. Although the dimension of culture can be determined at the level of culture, it does not necessarily mean that it will inevitably be reflected in the behavior of each individual member of that culture. In other words, the analysis of the level of culture reflects the basic aspirations of the country of origin, but does not predict individual behaviors. However, a significant part of the value of a national community is shared by all its individuals, which is why it is called national culture. It represents an important factor that determines the profile of individual values, but also the values of the organizational culture of companies that operate within its framework. It can be concluded that the characteristics of the national culture represent an objective basis for the analysis of the organizational culture in the companies of the observed country. *strategijske promene*

Micro-changes represent changes within a micro-organization, such as distribution of work, development of new products, changing the structure of the organization, and the like. Macro changes represent changes within the larger scale of the organization. These are changes that take place at the level of the entire organizational system, e.g. placement of a new product, determination of new capacities (in terms of conquering new markets) and others. By combining the breadth of the change scale (from micro to macro change) with three basic approaches to the change process (planned, managed and evolutionary change), a matrix view of possible organizational changes is obtained, namely [3]:

Planned change - is characterized by the fact that it consists of a system or a set of procedures that should be followed in order for the given change to be fully realized. The steps to achieve change are given as: product quality improvement, job enrichment, up to strategic planning.

Guided change - this type of influence is characteristic of a small group of people, who have the power to monitor and influence a given change by changing operational costs, organizational structure, strategic positions, overall culture, etc.

Evolutionary change - is completely different from the previous two changes, because this change cannot be managed, it happens at the level of hard-to-see places in the organization and is led by people who are not important to the organization. The presented types of organizational changes indicate the possible influencing factors of the organization, as indicated by the quote by Henry Mintzberg in the article entitled "Cycles of Organization" [4]:

"In the end, all organizations go through conditions that threaten their existence. Finally, most of them surrender. What distinguishes those who have survived is that they have found ways to sustain themselves through these changes. Moreover, they seem to avoid costly swings between chaos and change and rigidity and stability, thanks to a kind of synthesis they establish between these opposing tendencies." This quote from a well-known author in the field of management and organization clearly indicates that only the readiness of the organization to adapt to all changes can be a constant in the "success formula". The great rigidity of the organization is the cause of difficult adaptation of the organizational structure to changes in the environment, which can cause business with a loss. The main goal of change management is to reduce the degree of uncertainty. The factors of organizational changes are numerous, so the types of organizational changes are also numerous. These changes can be classified according to various criteria, depending on the width and angle of observation. First of all, the difference should be established based on the differentiation of internal and external character, that is, depending on whether the changes were observed only within the organization or on a wider scale, outside the organization. Concise grouping of organizational changes within the company reduces the ambiguity in the classification, which significantly contributes to an easier and more efficient overview of the influencing factors, as well as taking timely measures to adjust them. However, what is important for every manager is the knowledge that changes should not be viewed in

isolation from each other, but in a cause-and-effect relationship, where one type of change generally causes the emergence of another change. We will analyze organizational structure changes, technological changes and employee changes.

2.1.Changes in the organizational structure

Changes in the organizational structure represent the dominant changes that occur due to the growth and development of the company. These changes can include the organization as a whole or only its parts (business unit, sector, plant). According to the criterion of the depth and breadth of changes, we can view organizational changes as [3]:

- *reorganization* - which represents the adaptation of the organizational structure to requirements and changes in the environment. The primary objective of the reorganization is to increase the functionality and efficiency of the company's organizational structure. In doing so, the basic components of the company's organizational structure are not changed. Considering that these are limited goals, most companies approach reorganization from time to time.
- *organizational transformation* -it includes radical changes in the organizational structure, which are reflected in changes in values, attitudes, culture and beliefs of employees. It is about changing the entire concept of the company and its corporate culture. Therefore, it contains much wider dimensions than the scope of reorganization, which is manifested in only one organizational segment.

The basis for changing the organizational structure, regardless of the breadth and depth of coverage, is expressed in the basic goal, which is the adaptation of the company to changes in the environment. The most common reasons for changing the organizational structure nowadays are: fusion (merging two or more companies into one company), acquisition, top management changes, etc.Of course, the changes in the organization of the company also condition new changes in the organizational structure of the given company. The result of these processes is the creation of new types of organizations in the form of innovative organizations, floating organizations, information organizations, etc.Characteristic of the previous three types of organization is that their "directions of change in the company's organizational structures indicate a shift from classic hierarchical towards shallow structures and towards organizations based on processes, instead of the previous organization based on functions." [2]

The advantages of information technology enable a wide range of communications and a shallow organizational structure of the enterprise, so that the new organizational structures will be shallow and low with few hierarchical levels. In them, the range of control from classical organizations is replaced by the range of communication. It is realistic to expect that in the future the organizational structure of the company will be atomized with small organizational units based on the creativity of employees.

The main feature of the new organizational structures is great flexibility and the formation of the structure according to the specific situation, from case to case (ad hoc structure). In a similar way, Alvin Toffler explains the change in the organization of the company [4]:

The business structure in the broadest sense of the word will get a completely different structure in the near future. Traditional bureaucracies by enterprises, as remnants of a period dominated by heavy industry, were not established in such a way that they could respond to the challenges and opportunities of the market in the 21st century. Instead, corporations must emphasize diversity and flexibility in order to be competitive in a world where knowledge, information, communication, technology - have become major economic factors." Toffler predicts that organizations must be created in the form of "dual organizations" in order to adequately " responded" to all environmental challenges. The emergence of new organizational structures is inevitable, but this does not mean the complete abandonment of classic forms of organization, but their innovation in companies that operate in stable and predictable conditions and with permanent production processes.

2.2.Technological changes

Technological changes within the organization include changes in production technology, procedures and processes. These changes result in cheaper, more mass production. Technological changes are particularly important in the field of information technology, which enable fast, efficient

and adequate business decision-making. Information technologies belong to the domain of high technologies that affect almost all spheres of life. Also, technological changes are of great importance for the development of the organization as a whole, because they are the driving force behind changes in the organizational structure. The introduction of new modern technical-technological changes in the organization leads to the liberation of employees from routine jobs and operations, which at the same time provides them with the opportunity for creative jobs and activities. However, the application of modern technology also leads to the emergence of new demands from employees, in terms of new skills and knowledge, supplementary education, and various retraining. The need for retraining requires greater demands from employees, which creates resistance among them. In order to avoid or at least reduce the resistance of employees, it is necessary to include employees in a type of training program, educating them about new technologies, so that they themselves become the initiators of given changes.

It should be noted that greater application of modern technologies leads to changes in the organizational structure [5]: "...new organizations will be based on information". According to the statement of this world guru in the field of management and organization, the future in the creation of "IT organization" is yet to come. The creation of an "IT organization" will lead to major changes in the field of organizational structure and their formation from a "vertical-hierarchical" to a "decentralized-horizontal" system, which causes a significantly different establishment of connections between the elements of the organizational structure. With this transformation of the management system, there is a reduction in the need for middle-level managers ("bosses"), as their functions are largely taken over by information technologies. In such a form, the organization is most often atomized (reduced), and employees work in small business units. From an empiric point of view, with the introduction of technological innovations, traditional forms of organization are being lost, and some new forms are becoming more and more important.

2.3. Employee changes

Employees are the most important resource of any organization today. In the process of changes, employees can be seen as an active agent (when the employee implements the changes) and a passive agent (when the employees are subject to adaptation to the given changes). Changes in employees can be the result of changes in the organizational structure, changes in technology, but also in situations where the employees themselves are the cause of the inefficiency of the organization. In that case, the change of employees includes a change in the values, skills and attitudes of the employees. Managers should carefully implement these changes because the success of implemented changes depends on the willingness of employees to accept and adapt to them. Their readiness can be assessed based on the degree of loyalty to the organization, readiness for further training, etc. Training, culture, characteristics of employees and managers are of great importance for the company's ability to adapt in the process of change [6].

The biggest changes in employees in the organization are made in the middle layer of management. The middle layer of management is "losing" its function of transmitters of information and orders between senior managers and executors, and is increasingly becoming a "link" between employees and companies [7].

From the individual's point of view, any serious change in the organizational structure can have great consequences for him: changing his job until he loses it, working in shifts, etc... From the point of view of the organization, a partial reduction in the efficiency of each employee significantly reduces the global efficiency of the entire organization.

3. CHANGES IN ORGANIZATIONAL CULTURE

Organizational culture consists of the culture of the wider environment (national culture), the culture of the microenvironment, the characteristics of the economic sector to which the company belongs, the internal culture of the company, the culture of the company's founders and leading managers [4]. Changing organizational culture is a difficult and complicated process, but the need for

it grows as the organization becomes stronger and more successful. The foundations on which the organization achieved previous successes can be obstacles to change for a new way of doing business.

The period of changing the organizational culture is difficult and long-lasting, but it certainly has a favorable impact on the company's operations. Research has shown that big changes can take two or three years before results are seen. However, only the thoughtless can wait and not take the steps that lead to change. For some, introducing changes takes more time, and for others less time, so there are no specific rules for this, but it is certain that the bigger the company, the more time needs to be invested. The change in managers' values directly affects the changes in the company's organizational culture. The new values of managers enable the transition from the traditional way of doing business to a new way of doing business based on modern tendencies. In this respect, progress can be expected in three key segments: market, organizational and human resources of the organization. Managers are responsible for designing the organizational culture and its changes, in accordance with the selected business strategy. In order to achieve this goal, a permanent change in the behavior of managers and employees is required. A change in behavior can only occur based on a change in the attitudes and values of managers and company members. More broadly, sometimes changes in national culture are necessary, so that it is close to and compatible with the cultures of developed countries. Likewise, the organization's ability to be innovative, in terms of organizational culture, depends on the organization's leaders and top management. Their task is to build a strong organizational culture. Leaders build the social reality of the organization, shape values and nurture the vision of the organization. By focusing on the entire organization, there is an increase in harmonious relationships at all levels and between levels. Combining individual goals with common goals and relying on the responsibility of employees are the success factors of organizational culture.

New approaches in organizational culture include changing the organization in relation to the customer, quality and innovation, the introduction of employee reward systems and the development of knowledge and abilities that is aligned with the adopted concept of change. Creating a picture of the future that is worth working for is fundamental. It represents motivational content. Long-term consistent action and decision-making is of great importance for changing the organizational culture. The picture of the future must be achievable to be motivating. In order not to limit initiative or diversification, it needs to be flexible. The image of the organizational culture must be clear, easy to explain and remember, and as such implies comprehensibility and communicability [8]. An organization can change its culture in a variety of ways, but not every strategy is applicable in every organization. Before planning organizational culture changes, it is best to familiarize yourself with companies that have a successfully developed organizational culture. Thus, it is determined how these companies became successful and maintained their success status. The best results are achieved if there is strong support from top management and its involvement in the process. The main goal is that each participant or subject of changes must have a sense of personal benefit from changes, a sense of benefit for the organization, a sense of ability to implement changes, must have a desire to master upcoming tasks and an idea of benefits for service users [3].

The organizational culture of the company must constantly develop, adapt, and therefore change. A change in the organizational culture is necessary, as is a change in the organizational structure of the company. They interpenetrate and condition each other. Once the need to change the organizational culture is determined, appropriate methods for change should be found, and finally, the new culture should be implemented.

4. INFLUENCE OF ORGANIZATIONAL CULTURE ON COMPANY STRATEGY

The manager is the key actor in formulating the strategy. Strategy implies the choice of directions, methods and instruments for realizing the company's role and goals, on the basis of which specific decisions are made and certain obligations are entered into. The process of formulating a strategy includes analysis, identification, assessment and selection of the most favorable variant in relation to the circumstances in which the company operates. This process includes three basic phases: setting strategic goals, analyzing the company and its environment, harmonizing the relationship between the company and its environment. Harmonizing the relationship between the company and the environment is the essence of strategy formulation. This alignment of the enterprise with its

environment, more than any aspect of strategy, is the basis of successful business planning and management. Since the implementation of strategic decisions requires the involvement of a large number of participants, the strategy formulation process should be based on quality decision-making.

Strategic management is increasingly associated with successful companies that create knowledge, with organizations that learn.

Realization of the strategy is a very complex and complex management process that should be carried out with extreme attention to scope [9]:

- selection of the appropriate organizational structure for the implementation of the strategy
- selection of the team leader
- determining people and forming a team for the implementation of the strategy
- defining and securing the necessary resources
- securing the necessary financial resources
- creation of global and operational implementation plans
- implementation of operational plans and monitoring of implementation
- The choice of an appropriate organizational structure is in accordance with the strategy being implemented.

One cannot talk about a successful strategy without an appropriate organizational structure, which is its support. For the successful implementation of the strategy, a team and a team leader must be specially formulated, who will be motivated to realize the goals. Controlling the implementation of the strategy is extremely important. Control of objectives can be quantitative and qualitative, whereby three techniques are used for quantitative control: analysis of variance, analysis of ratio numbers and budgeting. Profitability control is particularly important. At the same time, profit as an absolute quantity is controlled through the budget, while profitability as a relative quantity is controlled using the analysis of ratio numbers. One of the phases of strategic management is the assessment and control of the success of strategy implementation. In the management process, managers are forced to evaluate the internal and external effects of the company's strategy. Both are important for analyzing the success of a marketing strategy. By knowing them, it is possible to analyze and evaluate a wide range of special marketing variables and the business of the company as a whole.

The success of a modern company is conditioned, among other things, by the development and implementation of effective control measures, which is one of the phases of the management process. Control is understood as "a managerial activity that measures, evaluates and compares planned and actual operations with the aim of taking corrective measures, if necessary." can explain the expediency of a certain business decision. Control as a phase is directly connected with other phases of the management process, especially with planning, because the achieved results are analyzed and measured against predetermined standards and indicate the effectiveness of individual actions. Control not only registers the causes of deviations, but also eliminates them or reduces them to acceptable limits. After defining the vision and mission of the company and applying some of the strategic planning methods, the necessary prerequisites are created for the beginning of the process of shaping the business strategy. The process of forming a business strategy is a step in the process of strategic management that assumes a high degree of subtle and creative strategic thinking in finding and shaping ways of organizational behavior [10].

However, even the best strategy cannot be successfully implemented if it conflicts with the organizational culture of the company. The common values or culture of the organization are observed through messages accepted and proclaimed by all members of the organization, which lead them towards a common goal. The organization does not always have to emphasize its basic values in written form, but it must develop them as a way to achieve its own unity, stability and sense of purpose. Successful businesses pay a lot of attention to their mission. They do this based on the knowledge that written and publicly stated goals provide employees with a new, different way of looking at their own work and strengthen the feeling of commitment.

Decision-making in the organization is influenced by the initial assumptions and beliefs that the decision-makers have. This also applies to strategic decisions, such as defining the business area, setting the organization's goals, choosing a development strategy as well as a competitive strategy.

When making decisions, strategic decision makers or top management start from some assumptions or values. The assumptions from which the top management starts before making the decision itself were imposed by the organizational culture, on which the correctness of the same depends. The stronger the organizational culture and the more homogeneous it is, the more pronounced its influence on the strategic decisions of the management. Organizational culture significantly influences the design of the organizational structure and reward system in the company, and therefore the leadership style. Organizational culture represents an effective mechanism of coordination and control of employees.

Although it is often stated that a strong organizational culture is a prerequisite for the success and development of a company, it should be noted that this alone is not enough. The intensity of the company's culture alone is not enough. The compatibility of the organizational culture with the organization's strategy is also important, i.e. the functionality of the culture is also needed. Contemporary trends require organizational culture to be imposed as a basic factor in achieving the organization's mission and strategy. The organization must be oriented towards soft elements, more precisely the relationships inside and outside the organization. Such an organization has faster information flows and makes decisions faster [6].

5. MANAGEMENT OF THE DEVELOPMENT OF ORGANIZATIONAL CULTURE

Every organization has a unique culture that has been built since the beginning of the company's existence. Organizational culture in the company is extremely important in shaping and directing strategic categories in the company, such as: strategic thinking, strategic planning, defining and choosing strategies, implementing strategies, etc. Thus, it was concluded that even the best strategy cannot be successfully applied, if it contradicts the organizational culture of the company. Raising the level of organizational culture has a multiple positive impact on the quality, correctness and efficiency of the chosen business strategies. In general, organizational culture largely defines and directs all areas and activities of strategic management in the company.

However, these influences are not one-sided, they have an interactive character, where strategic management can certainly shape the organizational culture. Therefore, it is necessary to work on both fields simultaneously, and the result can have a synergistic effect. At the same time, activities aimed at realizing the imperatives of modern business could have a particularly significant effect, such as: reducing resistance to changes, changing habits and value systems, raising the level of employee motivation, quality management of knowledge and human resources.[11].

The existing organizational culture is a significant factor that affects the speed of adaptation to new business conditions. Companies that are guided and guided by outdated and outmoded norms have no future in the face of the challenges of the new era. Traditional values must be replaced by values imposed by the global market. Creating a good organizational culture is of crucial importance for business excellence, competitiveness, and even the survival of the company. It is of great importance that organizational culture and strategic management are harmonized in order to achieve good business results. More broadly, sometimes changes in national culture are also necessary, so that it is close to and compatible with the cultures of developed countries [12].

The reengineering of organizational culture is correlated with raising the level of business in companies: just as raising the level of organizational culture has positive effects on business, better business results can promote the necessary changes in organizational culture. The basis of the reengineering of the organizational culture, among other things, should be the following activities[13]:

- development of employee attitudes towards changes and innovations,
- changes in bad habits and outmoded value systems in business,
- raising the level of motivation of top management and all employees,
- encouraging initiative, innovation and creativity of all employees,
- application of job expansion and enrichment techniques,
- developing a sense of belonging and pride among all employees,
- development of an honest, fair relationship towards all employees,
- development of trust between top management and employees,
- development of teamwork, cooperation and interpersonal relations in the company,

- investing in research and development activities,
- investing in the development of knowledge and skills of employees,
- creating conditions for employees' career advancement,
- creation of conditions for free expression of opinions,
- creating an open and democratic atmosphere in the company.

For the implementation of the mentioned activities, changes in the attitudes and behavior of all members of the organization, especially managers, are necessary. Reengineering of organizational culture must be based on the knowledge and skills of managers. Managers are the ones who are responsible for designing and directing the development of organizational culture, in accordance with the needs and future goals of the organization.

6. CONCLUSION

Employees are the most important resource of any organization today. Changes in employees can be the result of changes in the organizational structure, changes in technology, but also in situations where the employees themselves are the cause of the inefficiency of the organization. In that case, the change of employees includes a change in the values, skills and attitudes of the employees. Managers should carefully implement these changes because the success of implemented changes depends on the willingness of employees to accept and adapt to them. Their readiness can be assessed based on the degree of loyalty to the organization, readiness for further training, etc. Training, culture, characteristics of employees and managers are of great importance for the company's ability to adapt in the process of change.

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