

Czech University of Life Sciences Prague

Faculty of Economics and Management

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Diploma Thesis

**Organizational culture: How workplace adopts
stereotypical roles**

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DIPLOMA THESIS ASSIGNMENT

Hana Haskovič

Informatics

Thesis title

Organizational culture: How workplace adopts stereotypical roles

Objectives of thesis

- Describing importance of organizational culture for each company/business and its impact
- Discovering the most often stereotypes at workplace and what are companies doing to prevent/stop that from happening
- Defining the most important factors for employee's satisfaction at workplace
- Analysis of relationship between satisfaction of employees and their work environment
- Describing ways on how to improve organizational culture and how to capitalize on differences at workplace

Methodology

- Research about the topic based on questionnaire. The questionnaire will be filled out online.
- Analysis of the collected data, using different methods.
- Relationships among variables will be described.
- Validation of hypothesis

The proposed extent of the thesis

Approx 60 – 70 pages

Keywords

Organizational culture, workplace, stereotypes, gender issues

Recommended information sources

Donnalyn Pompper and Patrick Blessinge, *Practical and Theoretical Implications of Successfully Doing Difference in Organizations*, 28.3.2014., Emerald Group Publishing Limited, ISBN 9781783506774
Eric Flamholtz and Yvonne Randle, *Corporate Culture : The Ultimate Strategic Asset*, 14.5.2014., Stanford California, Stanford University Press, ISBN 9780804763646
MULLINS, L J. *Management and organisational behaviour*. Harlow: Financial Times Prentice Hall, 2007. ISBN 978-0-273-70888-9.
Pooran Wyncarczyk, *International investigation into "gender inequality" in science, technology, engineering and mathematics (STEM)*, 17.11.2006., Emerald Group Publishing Limited, ISBN 9781846633263

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Declaration

I declare that I have worked on my diploma thesis titled "Organizational culture: How workplace adopts stereotypical roles" by myself and I have used only the sources mentioned at the end of the thesis. As the author of the diploma thesis, I declare that the thesis does not break copyrights of any their person.

In Prague on

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I would like to thank my supervisor Richard Selby, Ph.D. for his support and guidance while working on this thesis. Additionally, I would like to thank my family and close friends for their encouragement and belief in me.

Organizational culture: How workplace adopts stereotypical roles

Abstract

Organizational culture is related to values, organizational behaviour and leadership which is promoted within the company. Organizational culture is an important asset in moving company towards its goals and it can help in tackling challenges which company is facing – one of them might be stereotypical roles at workplace.

Stereotypes are happening in many places, they have different impact and they come from various sources. Only by belonging to some group prone to stereotypes, some people might face consequences in their roles at work and be denied promotion, mocked or discriminated. This is affecting the whole working environment and employee's satisfaction at workplace, which is also related to productivity and productivity is related to profit at the end.

Purpose of this thesis is to explore this issue through existing theories and then to analyze nowadays situation by conducting questionnaire. Analysis should provide insights about different opinions of different groups, which could be used to improve organizational culture within existing companies.

Keywords: Organizational culture, organizational behaviour, workplace, stereotypes, roles, gender issues, satisfaction, management

Organizační kultura: Jak pracoviště přijímá stereotypní role

Abstrakt

Organizační kultura je spojena s firemními hodnotami, organizačním chováním a vůdcovstvím propagovaným ve firmě. Je důležitým přínosem pro pohyb společnosti směrem k jejím cílům a může pomoci při řešení problémů, kterým společnost čelí - jedním z nich mohou být stereotypní role na pracovišti.

Stereotypy se projevují na mnoha místech, mají rozdílný dopad a vznikají z různých důvodů. Pouze proto, že patří ke skupině náchylnější ke stereotypům, mohou lidé v zaměstnání čelit negativním důsledkům, například diskriminaci, posměchu a zamezení povýšení. To ovlivňuje celé pracovní prostředí a spokojenost zaměstnanců na pracovišti, což je spojené s produktivitou, což se poté projeví na zisku.

Cílem práce je prozkoumat tento problém prostřednictvím stávajících teorií a poté analyzovat současnou situaci formou dotazníku. Analýza by měla poskytnout přehled různých názorů lidí z různých skupin, které mohou být použity ke zlepšení organizační kultury v existujících společnostech.

Klíčová slova: Organizační kultura, organizační chování, pracoviště, stereotypy, role, genderové otázky, spokojenost, řízení

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1 Introduction

Organizational culture is big and broad term, which we have chance to hear quite often during our studies and later on in our working environment. It is important for every organization and it is influencing the whole business. Organizational culture is helping in shaping everyday business around some common idea.

For some companies— such as Google, Southwest Airlines, Johnson & Johnson— a strong positive culture is a true asset, if not in the strict accounting, sense then in the real economic sense. Flamholtz (2014) has suggested that culture actually is an asset or form of organizational human capital in the accounting sense as well. At the other extreme, we have companies— such as GM, Reuters, AIG— where corporate culture is a true economic liability, not in the technical accounting sense but in the colloquial sense of this term (Flamholtz, et al., 2014).

Organizational culture is one of the key areas of management and organization studies as well as practice (Alvesson, 2002). That is why in my master thesis I chose to start from organizational culture and then examine its influence on adopting stereotypical roles at workplace.

Strong and positive organizational culture is benefiting organizations in overcoming challenges, which they might be or are currently facing. Organizational behaviour depends on different factors and it is influenced by individuals, groups, organization itself and its environment (Mullins, 2005). Relationships between these sides are playing an important role in overall organizational behaviour and that will be explored as well. There are four big types of organizational culture (Cameron, et al., 2006), each of them with its own characteristics, handling challenges differently and those types have examples in industries nowadays. Accordingly, each of them is promoting different values and leadership. That is directly related to the way how they are responding to challenges which they are facing – one of them might be stereotyping at workplace.

Stereotypes are happening in various spheres of life, but my particular interest is how is it happening at work, what are its consequences, what are companies currently doing about this issue and how to prevent it from happening. There are various sources of stereotypes, but consequences and outcomes of it are very similar. Also, I will go through satisfaction at workplace, its factors and their dependencies and some interesting theories about it.

All these previously mentioned topics will be part of the questionnaire, which will be conducted and then processed. Answers received from participants will be used to get better insights into current situation, mark down stories from people who are facing stereotypes and determine what are actual consequences of that.

As Yukthamarani Permarupan sums it nicely in his book: “No matter how much technology has made our lifestyle more comfortable, the function of an organization is heavily supported by human capital involvement. Organizational culture here will be the support rendered by the employer for the comfort of employees, work passion is the underlying element to measure the employee behavior and organizational commitment will evaluate the value system of the employee indirectly. The success and growth of an organization requires a good set of human capital. In order to have the best human capital with the organization and retaining the current performing human capital, organization today are willing to provide the most excellent remuneration with tremendous career growth.” (Permarupan, et al., 2013).

My motivation for doing master thesis in this area is to deeply explore organizational culture and its importance and to investigate how many people is actually facing stereotypes at work, what kind of stereotypes and how is that affecting those people personally. Additionally, I would like to see what are the differences in opinions based on gender, education level or countries where they work and to be able to make comparison between different results.

2 Objectives and Methodology

2.1 Objectives

Main objective of this work is to describe and investigate all factors which are shaping organizational culture and how organizational culture influences workplace to adopt stereotypical roles. Beside this high-level objective, there are various sub-objectives which this thesis is aiming to achieve:

- Describing organizational culture, its importance and types of organizational culture in each company/business and its impact;
- Discovering the most often stereotypes at workplace and what are companies doing to prevent/stop that from happening;
- Statistical overview of inequalities in wages for men and women, as well as inequalities based on nationality;
- Defining the most important factors for employee's satisfaction at workplace;
- Describing ways on how to improve organizational culture and how to capitalize on differences at workplace.

2.2 Methodology

In order to fulfill these previously listed objectives, this thesis research will first include literature review, in which I will go through various sources to describe organizational culture and behaviour, different cultures within organization and its types, organizational leadership, stereotypes and how organizations can tackle this challenge at working environment. Literature review will be used as base for developing and creating questionnaire. Questionnaire will be distributed in an online form and afterwards analyzed to get deeper understanding of the current situation covered within the topic of this master thesis. Answers from participants will be compared based on different groups in which they belong, such as gender, education level or country where they work. Software which will be used for processing data is SAS Enterprise Guide SPSS.

3 Literature review

3.1 Organizational culture

Organizational culture is a broad term, very extensively used. There are various definitions of this term which are proposed by scientists, but none of them is widely accepted. Organizational culture combines many aspects: customs, communication standards, working ethic, values and beliefs and daily routine in an organization (Schein, 2004).

Brown (1998) introduces organizational culture as the pattern of beliefs, values, and learned ways of dealing effectively with experience that have expanded during the course of an organization's history, and which tend to be demonstrated in its material arrangements and in the behaviors of its members. Organizational culture includes involvement, consistency, adaptability and mission (Denison, 2000). Organizational culture is the representation of the collective values, beliefs, and principles of organizational members and it is a product of factors including history, product, market, technology and strategy, type of employees, management style, as well as national culture (Needle, 2004).

Alvesson (2002) in his book *Understanding Organizational Culture* is saying that "Organizational culture is one of the major issues in academic research and education, in organization theory as well as in management practice and that there are good reasons for this: the cultural dimension is central in all aspects of organizational life. Even in those organizations where cultural issues receive little explicit attention, how people in a company think, feel, value and act are guided by ideas, meanings and beliefs of a cultural (socially shared) nature."

Companies tend to demonstrate their culture in various ways. We can see it among employees by the way how they communicate with each other and which vocabulary they use, if they have some abbreviations. One of easily noticeable ways is creating working environment space in accordance with company's brand and values. It can be found in cultural statements on the posters, stickers on laptops, over furniture and decorations to the used art pieces within the buildings and offices. Organizations are using different ways to enforce their culture and to spread it among all employees in order to engage them more.

While entering some companies, we can observe their culture immediately. It does not matter if we are entering their headquarters or their retail store, we will notice it. One example of

implicit cultural message we can find in the Red Bull office. It is full of fun and interactive spaces, allowing us to “fly” – based on their moto. They are doing it by relating all displayed materials to their mission, vision and famous statements from commercials. They are displaying posters with all their events – mostly extreme sports and everything is branded in their colors, drinks are available everywhere for the visitors and mini basketball court is also there.

Other way of expressing the culture is via cryptic cultural messages. It is mostly related to using of some symbols or pictures which are not connected much to the company at the first sight. However, after some further observation the relation can be drawn from it.

Organizational culture is related with values of the company. Those values are influencing all these previously listed things. In this manner, we can consider organizational culture as company’s “personality”. Every company has its own culture, despite its size. However, sometimes it can be undeveloped or ill-defined (Mullins, 2005). It is happening because some owners of the companies don’t see the clear need or benefit for having it. However, it can lead to many other consequences and pull the organization down.

Mats Alvesson (2002), Swedish management scholar, makes interesting conclusion about organizational culture: “Culture is not primarily ‘inside’ people’s heads, but somewhere ‘between’ the heads of a group of people where symbols and meanings are publicly expressed, e.g. in work group interactions, in board meetings but also in material objects. Culture then is central in governing the understanding of behaviour, social events, institutions and processes. Culture is the setting in which these phenomena become comprehensible and meaningful.”.

3.2 Organizational behaviour

According to Laurie J. Mullins (2005), organizational behaviour is connected with many different parts related to people’s behaviour and organization’s processes. Common definition of organizational behaviour is that it is the study and understanding of individual and group behaviour and patterns of structure in order to help improve organizational performance and effectiveness (Mullins, 2005).

Nair (2009) in his book *Organisational Behaviour* points: “We can say that this field of study is examining the behaviour of individuals, groups and structure in an organization. Organizational behaviour (OB) then uses this knowledge and information to address employee related behavioural problems like productivity, performance, turnover, effectiveness etc. OB can be said to be a distinct field of study, an area of expertise, with a common body of knowledge. Organizational behaviour is essentially concerned with observing what to do in an organization and how an individual’s behaviour will affect the organization’s performance.”.

Term organizational behaviour can be heard in many different contexts. For example, company’s ethic can be described as philanthropic or caring, if some members of it participated in some noble cause event. However, not each and every employee participated in that. In this case, it is related to some group within the company which was present at some event (can be some noble cause like humanitarian fund raising), based on the decision of top management. It is happening often that behaviour of some group from certain organization leaves mark and people then perceive the entire organization as that group. It can have both positive and negative sides, depending from one case to another.

Organizational behaviour in its research connects many different spheres (Mullins, 2005):

- the behaviour of people;
- the process of management;
- the organizational context in which the process of management takes place;
- organizational processes and execution at work;
- interactions with external environment of which the organization is part of.

From these different aspects, we can take out different influences on organizational behaviour. Those are individuals, groups, organization itself and the external environment.

3.2.1 **The individual**

Organizations are composed of their individual members. Every member comes to the organization with his/her own values, opinions, attitudes, understandings and views. All this is a result of many external factors (family and nation’s culture, geographical region,

education...) and these external factors, brought by some new employee, become part of something bigger and influence the organization directly (Mullins, 2005). If individual and organization are not compatible, then it might be a source of frustration and unhealthy working atmosphere. Management of the company needs to integrate individuals into the organization, help them to bridge the differences which they have and to provide good soil for achieving organizational goals.

3.2.2 The group

Groups are essential part of all societies and there are many of them within organizations. Every member of an organization is part of certain official and unofficial groups in company. Official groups of employees are based on their teams, departments and projects. As unofficial group, for example, can be considered group of smokers within an organization. Group of smokers doesn't have all characteristics of a group, but those people are very familiar with each other and they spend time together on a daily basis.

People within the group influence each other in many ways, they are building group dynamics together (Mullins, 2005). Also, those groups might have their own structures and leaders. Because of its size, group has bigger influence in an organization than individual.

3.2.3 The organization

Both, groups and individuals, interact within the structure in an organization. Structure is created by management to define relationship between individuals and groups, their interactions, cooperation and order within the organization (Mullins, 2005). Different organizations have different structures. While organization is getting bigger, the need for less flat structure is also growing. Behaviour in organization is influenced by organization structure, leadership style, technology and systems of management which are in usage (for example how they do their planning, execution, monitoring and controlling) (Mullins, 2005). It is very important to identify how organization structure and patterns of management make impact on the behaviour of individuals and groups. For example, if too many procedures and flows are benefiting or actually slowing down working process and additionally creating frustration because of its unnecessary parts.

3.2.4 The environment

Each organization is part of some bigger system, based on the place where it is situated. Environment influences organization in many ways, for example through technical development, cultural diversity, economy, government issues and procedures, taxes, regulations, social differences, market size, stereotypes, mentality (Mullins, 2005). To some of these factors organizations are legally bound and they cannot change it, other factors organization is trying to influence somehow. For example, companies cannot influence law, but they can influence market and technical development in their environment. Same business organization can have different value, demand and profit within different geographical and cultural places. Before starting some business, deep market research is a must to determine relevance of the business in some area.

From all this we can draw a conclusion that organization is part of symbiosis with its external and internal surroundings. If they want to succeed, organizations need to establish good relationships with all these parties. Setting right expectations for new members within the organization is the key to success, working on common values and customs. After that, they should together maintain quality and healthy atmosphere.

3.2.5 People – organization relationship

Here we consider people as employees and organization as employer. In this relationship, not only one side should be seen as more important or more reliable. It is relationship and both sides need to take equal part in building it and maintaining it. At the beginning of each employment, employees are eager and motivated to work well and do a good job, to receive appraisal or reward from their superior. They are trying to gain new knowledge, to adapt into the existing culture and to become part of the organization. Laurie J. Mullins (2005) claims that people generally respond in the manner in which they are treated. All of us can confirm that this is true, we can take as an example children's behaviour in school. Those school subjects which are taught by interesting teachers and teachers with understanding, nice approach and love for the subject are usually considered as "easier" even if sometimes the matter wasn't easy at all, but it was brought to them in a simple way. The same can be applied in companies. It is very important in which way employers are doing things.

For example, if some employee made a mistake and employer starts shouting, cursing and showing bad temper, it will have totally negative effect. Employee will not be motivated nor prompt for development, but the opposite. If employer talks nicely to the employee, suggests ways of improvement, offers his/her own help, it will give motivation and show the right way how to handle things. It is important to lead by example. By dedicating time to their employees, managers are keeping healthy atmosphere and opening possibilities for growth of their employees.

Another example can be taken from situations where managers see that their projects are behind the schedule and they are transferring a lot of pressure and stress to their employees. Employees don't want to handle the stress instead of their managers and then tension is created and employees are unsatisfied.

Depending from the place, but market in Czech Republic is extremely competitive, because the unemployment rate is only 2.4% (Eurostat, 2018). Companies are fighting for quality employees and keeping them in the organization is extremely important. High retention rate of employees brings stability and long-term benefit for organization.

As previously said, people - organization relationship cannot be one-way only. Employees need to invest also their resources to maintain it. Key for that is good and open communication and setting right expectations from beginning (about previous working experience, domain knowledge, education, expectations from the employer, etc.).

Besides appreciations from managers towards employees in verbal way, it is expected to provide financial rewards to employees according to company's success. If company is well positioned, doing their job in a stable and good way, employees are being constantly appraised by words, financial reward is a must as well.

3.3 Different cultures within an organization

Rao (2010) in his book *Organisational Behaviour* is claiming that "Most of the organizations have realized that people with diversified skills, behaviour etc. are the major strength, strategies can be formulated based on it and furthermore, these diversified people with their innovative skills, smart working and commitment to the business are useful as a major competitive advantage to those firms which possess them. Though the modern organizations had downsized their operations, delayed their structures, implemented Total Quality

Management programmes, installed information technology and gone international, still the lasting competitive advantage comes through human resources and how they are managed.”.

With technological development, it became very easy to form teams from all around the world working on same project while being many time zones away. Outsourcing is very common way of doing business nowadays. Communication is possible through different channels, but ways of communication differ from one part of the world to another. Same is for customs and work ethic. These differences are noticeable also in places where at the same geographical spot work people who are coming from different cultures. Besides custom and work ethic, business processes and methods can differ and influence organization. It is up to organization how they will handle those things. It might be creation of some common practices or acceptance of differences.

However, all these things should be used to capitalize on them, learn from others and find together optimal way on how to work.

3.4 Types of organizational culture

Many scientists listed types of organizational culture. According to Robert E. Quinn and Kim S. Cameron from the University of Michigan, there are four types of organizational culture: Hierarchy, Market, Clan and Adhocracy (Cameron, et al., 2006).

3.4.1 The Hierarchy Culture

Back in the early 1900s, German sociologist Max Weber studied government organizations in Europe. The biggest challenge for the organizations was to efficiently produce goods and services for an increasingly complex society. In order to achieve this, Weber in his essay proposed seven characteristics, which became known as the classical attributes of bureaucracy: rules, specialization, meritocracy, hierarchy, separate ownership, impersonality, accountability (Weber, 2015). These characteristics were very effective in accomplishing desired results. They were adopted by the organizations which were striving to achieve efficient, reliable, smooth-flowing and predictable output. Until 1960s Weber's hierarchy, also known as bureaucracy, was considered as ideal form of an organization

because it led to stable, efficient and highly consistent products and services. Clear lines of decision-making authority, standardized rules and procedures, and control and accountability mechanisms were valued as the keys to success (Cameron, et al., 2006).

Organizational culture within companies with these characteristics is formal and very structured. Processes are well established, hierarchy is strict and rules are respected. In order to make that happen, employees are usually having very specific and repetitive jobs, which are leading to very well executed tasks. From the other side, repetitive jobs can be found as boring or not interesting enough for those employees who are seeking constantly for new challenges at work. Typical example of this culture is manufacture mass production.

Under this culture the long-term concerns are predictability, efficiency and stability. The central and state governments perform their work in a hierarchy culture.

3.4.2 The Market Culture

This form of culture became popular in 1960s, when organizations faced new competitive challenges. Their authors are Oliver Williamson and Bill Ouchi, who worked together with their colleagues in creation of this new set of assumptions (Cameron, et al., 2006). This set is a foundation for organizational effectiveness. This type of organization is oriented towards its external environment such as suppliers, customers, contractors and unions. These organizations believe that external environment is not friendly, but hostile, and that customers are picky and interested in value. Their culture is driven by customer focus and improved corporate competitiveness at the market. Good positioning is crucial for them. Managers are responsible for productivity, results and profit.

Organizations with market culture are very competitive and that is core of their actions. They don't like standing in one place, they are moving forward. They have strict and tough leadership and profit comes first. This provides challenging atmosphere for employees, but sometimes it can become overwhelming and lead to huge level of stress.

In market culture, the members do not share a common set of expectations regarding management philosophy or style. There is also absence of long-term commitment by both sides – employers and employees. Market culture is seen in various consulting companies. (Nair, 2009).

3.4.3 The Clan Culture

The clan culture is similar to family-type organization. Family-type organization is usually own by some family and it is transferred from one generation to another, with good relationship among their employees, understanding for each other and helping others. In these organizations, employees share goals, values, common sense, participation, individuality and feeling of team and unity in purpose. Members of organization seem like a family rather than like just colleagues (Cameron, et al., 2006). They appreciate team work, individual development as well as team development, company's commitment towards its employees. Within these companies, teammates seek for honest feedback, with willingness to improve their performance, employees are encouraged to speak up and to share their ideas with their manager/employer. Healthy and empowering workspace is created.

Assumptions here are that environment and challenges can be faced in the best way through strong teamwork, empowerment and development of employees and customers are considered as partners and the most important thing for managers is to create healthy working atmosphere (Cameron, et al., 2006).

Americans knew for this type in theory for a very long time (late 1960s, early 1970s) from different scientists (McGregor, 1960; Likert, 1970; Argyris, 1964), but they were not applying it to the fullest until they observed what happened in Japanese companies. Japanese companies adopted and applied these principals after WWII. After them, US and European companies started with implementation as well (Quinn).

Companies with clan culture are quite resistant in turbulent times, when economy is shaky and uncertain. In cases when plans cannot be made far in advance and when sudden decisions must be executed, common values and beliefs play a strong role and provide stable foundations to face the challenges.

Hierarchical structure in these companies is flat. Employees are independent in making their decisions and have ownership of their job. Leadership roles are more like mentor's. By doing this, organizations with clan culture are giving ownership to their employees and then they feel responsibility to contribute to the common goal. However, even if some organizations have great clan culture, sometimes it can happen that they used too many resources for building this culture. Therefore, business and incomes can suffer.

3.4.4 The Adhocracy Culture

This type of culture is developed the latest and it is able to respond to turbulent trends in business nowadays. It is applicable for our information age. With all current automation and digitalization, the time for product development is much shorter and the company's culture needs to be adjusted to that.

Assumptions are related to the fact that environment is very competitive and innovation and pioneering is necessary for top performers (Cameron, et al., 2006). Organizations are mostly developing new things, so the role of managers is to prompt employees for entrepreneurship, fresh ideas and creativity.

Word Adhocracy comes from Latin words *Ad hoc*, which means that actions are being done or created for a particular purpose if necessary. It is implying something specific, temporary and dynamic. For example, many employees are an ad hoc task force within some committee, which is dispatched as soon as the activity is over. Adhocracies are characterized as extremely adoptable during changes, very agile, flexible and creative.

This kind of organizations can be usually found within software development sector, aerospace or film industry. The main goal (and challenge at the same time) for them is to respond to new opportunities and to offer innovative products and services. They don't have centralized governance, power flows from one team to the other, depending on which problem they are addressing. Workplace for Adhocracies is dynamic, entrepreneurial and innovative. Employees are empowered to take risks. Leaders are visionaries, creative and risk-oriented. The core of these organizations is that entrepreneurial spirit and willingness for experimenting.

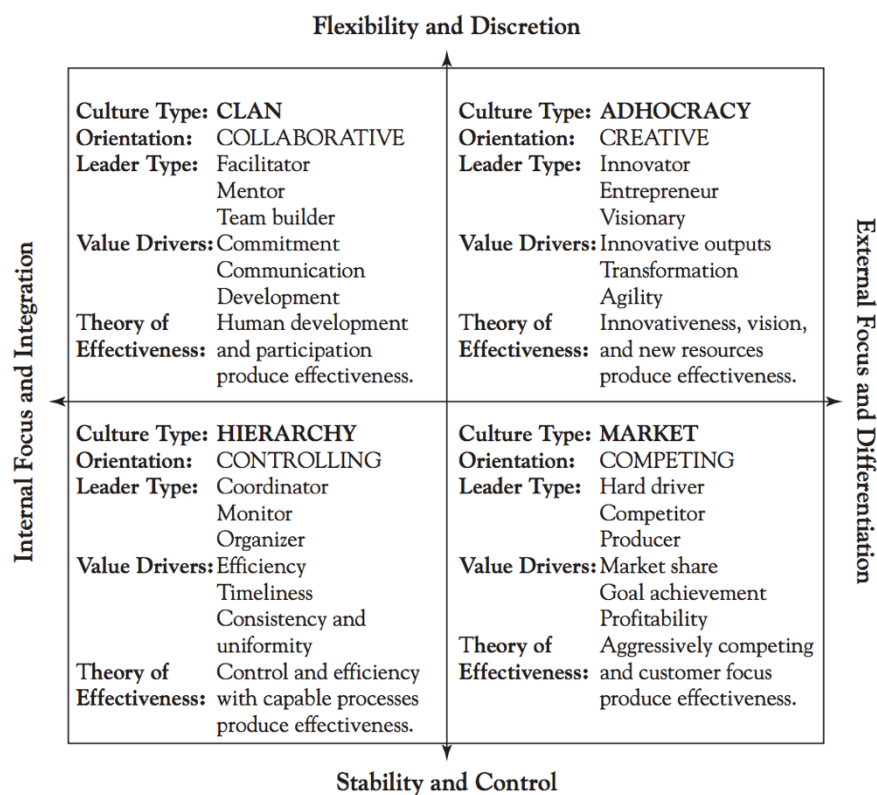
Prompting employees for constant innovation and agility sounds great, empowering creativity and new ideas. However, constant building of ad hoc teams can lead to lack of team spirit and bond. That can be the reason for lack of cooperation within the team, what leads to lower results. Also, it can be difficult to assign additional person to such team, since everything is happening quite quickly and usually there is no time for proper training for newbies.

3.5 Organizational Leadership

Leadership is now the ability to step outside the culture that created the leader and to start evolutionary change processes that are more adaptive (Schein, 2004).

During their extensive research, Robert E. Quinn and Kim S. Cameron concluded that over 80% of organizations within their research have dominant one cultural style (Cameron, et al., 2006). When an organization does not have one dominant culture, then it might be that all four are nearly the same dominant or that they are not clear about their culture.

On the picture below these culture types are listed and shown with their main characteristics.



*Figure 1 The Competing Values of Leadership, Effectiveness and Organizational Theory
Adapted from (Cameron, et al., 2006)*

Hierarchy and clan are focused on internal order, development and integration. However, they are focused on that in a different way. Hierarchy is trying to reach stability through efficiency and timely precise deadlines while controlling and monitoring employees. So, we can say that they are more focused internally on processes than their people. Clan is more focused on their people and people’s development. Managers are striving for good team

atmosphere, facilitating and mentoring within their workspace. Leadership is flexible, since employees are encouraged to actively participate with their ideas. Adhocracy culture is also engaging and flexible, but they are more focused on external factors. Latest trends are waiting for them to be caught up with and to solve the latest issues in the current reality. They prompt their employees for innovation and creativity. Market culture is also facing more towards external factors and trying to tackle them by competing with others. Leaders are hard drivers and main goal for them is profitability.

Each of these types has its good and bad sides. Some of them are more applicable nowadays and more desired among millennials. Culture within an organization can change during the years.

Let's consider these changes in the following example, which was based on research framework done by Kim S. Cameron and Robert E. Quinn (2006). Please note that not every company is going through all these changes with their organizational culture. The example will help us to analyze difference in organizational culture for different types and to see that transition and change is possible.

Usually when company starts with its business, it is having Adhocracy culture, with a lot of entrepreneurial spirit – it can be some start-up company nowadays. The main leader (or small group of them) is very innovative and creative with clear vision, following the latest trends in business and trying to find their way to the market. The structure is flat and communication is very easy among employees. Transformation is a regular process for them and they easily adapt to changes.

By the time new companies mature, they get bigger number of people and there is a need for development of those people and for investing into them. Then they are switching to clan culture, where satisfaction of employees is highly valuable and leaders are insisted on building strong and reliable teams with good values and respect. Employees are becoming more committed and communication is on a very good level.

The number of employees grew, but the structure is still flat. It becomes hard to manage such organization, so they try to shift to hierarchy culture. Also, shifting to this culture would give them more established processes. This change can seem like a step back to employees, since that friendly spirit among managers and employees will be lost. However, when company

grows, structures need to be created. Otherwise chaos can happen and it can lead to losses for a company.

The hierarchy culture is eventually supplemented with market culture – competitiveness at the market becomes important for the top management.

Different companies perceive this theme in a different way. When one brings culture to the level of the organization and even down to groups within the organization, one can see clearly how culture is created, embedded, evolved, and ultimately manipulated, and, at the same time, how culture constrains, stabilizes, and provides structure and meaning to the group members (Schein, 2004). Schein (2004) is also claiming that these dynamic processes of culture creation and management are the essence of leadership and make one realize that leadership and culture are two sides of the same coin.

Only by having defined set of values and desired behaviors, companies are not having strong culture. they have it only if those things are implemented and embraced by all employees. A weak culture is when employees cannot define, understand or explain it (Mullins, 2005). In this case we can say that culture is not defined or it is not properly managed nor embraced. In such organization many things can happen, employees can try to interpret culture in their own way, which can lead to situation where company has many different cultures.

Many companies have their official set of values and desired behavior, but unofficial values are sometimes even more important. The way how customers and business partners perceive some organization is much more connected to their experience than to some set of values written somewhere. Comments of colleagues about their company, remarks to family members or comments towards any external stakeholder can leave significant mark on a company.

Developed organizational culture provides set of ethical behaviour and norms within the organization, which brings better relationships among co-workers and builds trust, which is necessary in unpredictable times.

3.5.1 Improving organizational culture

Improving organizational culture can benefit all stakeholders within the organization and bring more productivity and profitability, since people will be motivated for work. Here are some ideas which can be implemented.

Transparency and empowerment

Transparency is important since it provides good foundation for building the company. Transparent communication can be achieved through good channels used for communication at workplace. This also includes transparency from leadership body towards all employees about success or failure in business. It can be shared monthly on gatherings within companies, where employees would be encouraged to ask questions and challenge some ideas which were presented.

Employees should be empowered to share their ideas about improvements in different areas and management should make sure to take that feedback and implement it if it is good. Management should also show that they implemented it and that will empower people to participate actively in future as well.

Build interpersonal relationships among all employees

Having strong relationships at work drives employee engagement, but it doesn't happen automatically and building strong coworker relationships takes time and effort (Dickson, 2018). This can be achieved by organizing common events like team building or team bonding activities. It would be also good that those activities are themed, so that each time there is focus on something. This can also be related to values of the company. Employees will get a chance to meet each other better and develop sense of team and belonging to the organization. These events can be used also to discuss differences among people and getting to know other cultures – if environment is multicultural.

Give and receive feedback regularly

This should be initiated from leaders within company – to know how to give and receive feedback. Also, to make sure that action points are created and implemented afterwards. receiving feedback is not just hearing it/reading it, it is also acting upon it. It is

good to have regular feedback sessions, but feedback can be given or received also outside of it. The sooner we raise something, the sooner we can tackle it and solve it.

Be driven by values

Values of the company are much more than just poster on the wall or at the website. They should be drivers of behaviour within the company and principles of work. In a nutshell, companies should align their actions with values. It shouldn't be forced to learn those values by heart, but still they should be included in day-to-day business. If company is facing challenges in some sphere, then value which is tackling that challenge can be promoted during some special events. Values should also be promoted during on-boarding process of employees.

3.6 Stereotypes

By the definition, stereotype is any thought widely adopted about specific types of individuals or certain ways of behaving intended to represent the entire group of those individuals or behaviors as a whole. These thoughts or beliefs may or may not accurately reflect reality (Cardwell, 1999).

Simply said, it is giving positive or negative characteristics to certain people only because they are part of some group or someone thinks they are part of it. Those groups can be based on many different things.

Definition by Laurie J. Mullins says: "Stereotyping is a means of simplifying the process of perception and making judgements of other people, instead of dealing with a range of complex and alternative stimuli. It occurs when an individual is judged on the basis of the group to which it is perceived that person belongs" (Mullins, 2005).

Stereotypes are occurring very often and they don't choose place nor time. They exist in every sphere of life and their existence is influenced by many other factors, such are: mentality, level of culture and awareness, education system and many other. Stereotypical roles in working environment can be created in various ways. Those based on gender

(unfortunately) are very common and somehow people got even used to them and expect them to happen.

To better understand what stereotypes are it is useful to consider three principles which guide work on the social psychology of stereotyping. Perspectives are not sharing all principles to the same degree. The three guiding principles (McGarty, et al., 2002) we can identify are as follows:

1. stereotypes are aids to explanation;
2. stereotypes are energy-saving devices;
3. stereotypes are shared group beliefs.

The first of these implies that stereotypes should be formed so as to help the perceiver make sense of a situation. In order to create impression of some group, there needs to be difference between this group and some other group (McGarty, et al., 2002).

The second implies that stereotypes should form to reduce effort on the part of the perceiver. People just characterize someone into some group and they save energy and time to describe him/her as an individual.

The third implies that stereotypes should be formed in line with the accepted views or norms of social groups that the perceiver belongs to. Stereotypes attract little attention when they are not shared by many people. If every individual had a very different stereotype of some group then those stereotypes would be of little interest. Shared stereotypes, for example, are useful for predicting and understanding the behaviour of members of one group to another (McGarty, et al., 2002).

3.6.1 Sources of stereotypes

Stereotypes are based on co-worker's:

- Place of origin – nationality;
- Marital status;
- Job level in hierarchy;
- Age and family;
- Occupation;

- Education;
- Physical appearance;
- Race;
- Gender;
- Religion.

Place of origin – nationality

Based on place of origin, co-workers can be stereotypically divided. For example, there are stereotypical sayings for people from Montenegro that they are lazy and they like to postpone things and never to help someone with work. This is actually very common stereotype within my home country – Bosnia and Herzegovina. If the person happens once to be late with the task and if the person's birthplace is in Montenegro, then that stereotype is setting their role as less responsible within company and stopping their promotion at job. For Roma people, there are many stereotypes all around the Europe. Mostly that they aren't willing to work or that they are stupid or just less worth. Because of this, many opportunities are unreachable for them and many of them are giving up on education because of constant hostility from other people while going to school. There are various other examples of stereotypes based on nationality. Even if that stereotype is not directly affecting someone's position within company it might affect his/her status within group.

Marital status

Marital status is a private thing that is widely commented in each society and organization, no matter how company and its culture is developed. Marital status is related with age and children as well. Single people are usually considered as workaholic, since "they don't have any other obligation after their work" – no wife/husband nor children. Another stereotype is related to successful women with children and husband, that they should be dedicating more time to their family and that they are working only to prove that they are earning more than their husband.

Job level in hierarchy

Job level within some hierarchy can also be source of stereotypes. Employees who are doing cleaning or cafeteria job are perceived as less smart and/or capable. Similar can happen for co-workers with lower education degree, to be marginalized within the organization by the stereotype that they are not smart enough.

Physical appearance

Physical appearance is source of many stereotypes at working place. There are many jokes related to blonde girls and how stupid they are. Unfortunately, it is translated to the workplace as well. Blonde women can be seen as less smart and not adequate for the position, only if they manage to have few bad decisions at work. Usually stereotyping is coming from male colleagues towards female.

Race

Stereotypes related to race were present throughout the entire history and they are still present in many places. There are different stereotypes related to different races. For Asians, it is that they are workaholic and smarter than others. For black people, there is common stereotype around the world that they are less worth, only because of color of their skin and slavery in history. There is also stereotype that they are dangerous and that they are doing some illegal business.

Gender

There are many studies concentrated around gender issues at workplace. Those issues started many centuries ago, but even after so many efforts for equality and same rights, situation is not as it should be (Pompper, et al., 2014). Iceland is the only country in the entire world which made illegal to pay men more than women for the very same job (Osborne, 2018). So, all those stereotypes are even presented in Labor laws of countries. Stereotypes are creating stereotypical roles within workplace for women. For example, in IT companies, new female employees are considered to be testers and they will be usually asked it directly by their male colleagues, since software testing is considered easier than software development.

Common stereotype is also to perceive women on good managerial positions as cold-blooded, bossy and strict, associating them with Margaret Thatcher while male colleagues are called decisive and reliable. Indeed, women of the third millennium continue to face challenges in achieving their full potential at work; barriers in the form of networking shortages, glass ceiling obstacles, work/family negotiation, stress, sexism, and racism. Intervening factors such as industry and sector also factor into women's ability to advance to top hierarchies (Pompper, et al., 2014). The United States Federal Glass Ceiling Commission defines the glass ceiling as "the unseen, yet unbreakable barrier that keeps minorities and women from rising to the upper rungs of the corporate ladder, regardless of their qualifications or achievements" (Federal Glass Ceiling Commission, 1995).

Combination of various stereotypes

From the previously analyzed parts, it can be concluded that usually victims of stereotyping are women, minorities, people different by some characteristic from another – usually bigger group at workplace. Although women make up 44.7% of the United States labor force, women comprise just 11% of Fortune 500 corporate board seats and just 4.8% of CEOs of these biggest revenue-generating corporations (Catalyst, 2018). Only 1% of US Fortune 500 CEOs are black and not a single one is openly gay (Clark, 2013). Women and minorities are underrepresented in board positions as well as CEO positions. Understanding how stereotype threat may contribute to these disparities is essential (Kray, et al., 2009).

3.7 Stereotypical roles

Stereotypical roles represent all the roles which people can obtain as a result of stereotypes at workplace. Sources for stereotypes are various, as we previously discussed, as well as results of stereotyping. Stereotypical roles include all working and group/status positions at workplace. Those roles are often preventing members of certain groups in progressing in their career in some way. Only because of some stereotype, people can be considered less capable or less worth than those who don't belong to that stereotypical group.

3.7.1 Statistics overview

As a result of gender stereotypes throughout the entire history, we have huge gaps in gender employment and salary statistics. If we start with education statistics related to tertiary education, all member states of the EU except from Germany recorded negative gender gap in tertiary education attainment (Eurostat, 2018). Meaning, that more women is finishing tertiary education than men. In Czech Republic, there was 11% more women than men with tertiary education in 2016 (Eurostat, 2018). On the other side, labor market gender gap analyzed here is defined as the difference between the employment rates of men and women of working age (20-64). Across the EU, the gender employment gap was 11.6 p.p. in 2016, meaning that the proportion of men of working age in employment exceeded that of women by 11.6 p.p. (Eurostat, 2018). In Czech Republic this difference was 16%. So, we have situation where we have more women with tertiary education and still more men employed. Across the EU, women earn less per hour than men do overall. In 2014, over the EU-28 as a whole, women's gross hourly earnings were, on average, 16.6 % below those of men (Eurostat, 2018). The gender pay gap varied significantly across Member States of the EU, but in Czech Republic it was 22.5%.

When we take gender statistics in the world, data is quite shocking. Women work shorter working hours than men, but only when unpaid work is left out – women work longer hours in total (United Nations, 2015). Globally, about 75% of all men and 50% of all women participate in labor force and for every dollar earned by men, women earn between 70 and 90 cents; the gender pay gap persists across all economic sectors and occupations (United Nations, 2015).

Gender segregation in various occupations persists in all countries. Among 40 developing countries with data, the average share of women was the highest among clerks (50%), followed closely by professionals (44%), service workers and shop and market sales workers (43%), and technicians and associated professionals (42%). Among 42 developed countries, women were highly represented among clerks (70%), service workers and shop and market sales workers (63%), professionals (56%), elementary occupations (53%) and technicians and associated professionals (51%) (United Nations, 2015).

When looking into stereotypes which are related to nationalities and/or places of origin, I found interesting research which was done in 2016 through countries: India, China, Malawi, Uganda, Solomon Islands and Papua New Guinea. Research was conducted with nearly 1300 local and expatriate workers. Participants worked in a range of job roles, from teachers, to engineers, to doctors and managers, with expertise in areas such as microfinance, child labor, program administration and much more. Local staff were paid four times less on average than their international counterparts. This was despite having similar education and experience (Carr, et al., 2016). In Papua New Guinea and the Solomon Islands, the average rose to nine times. Disparities are not limited to salaries, they include accommodation allowances, vehicles, household staff, school fees, insurance and other benefits (Carr, et al., 2016).

Why is this happening if people were having very similar education and expertise? This is not some small difference, but 4 times difference. Are foreign workers being praised only because they come from somewhere else? This injustice is causing many troubles and people want to leave their country.

Currently, there is also salary gap within Czech Republic, where Czech citizens have lower average salaries compared to expatriate workers from Slovakia and Poland (Trexima, 2015). Average salary of Czech workers is 27% less compared with Slovak workers in Czech Republic (Trexima, 2015).

These are examples which are related to gender stereotypes and their consequences. Stereotypical roles can be result of any other stereotypes. They affect person's position within working environment both socially and in hierarchy of the company and it represent big issue for individuals. How organizations react to these events depends from their organizational culture and leadership within the organization.

3.8 Tackling this issue

These stereotypes, their repetition and open exposure to some co-workers can leave permanent marks on their psychological health and create sense of being less worth or desirable at work.

Stereotyping is very bad and harmful for working atmosphere, which is related with productivity and profitability. In companies with low level of respect among co-workers and no boundaries related to commenting others and their personal life, this can be a really big issue and cause negative consequences for the entire company. It can also lead to discrimination at workplace.

However, even if stereotypes are usually negative, there are some that can even bring advantage to someone, until it proves to be wrong assumption.

Managers, as people in charge, are responsible for tackling this issue by noticing it on time and taking some concrete steps in order to suppress them from happening. Depending from type of leadership which is dominating, as described in chapter 3.5, reactions might vary. These issues related to stereotyping must be addressed on time, otherwise consequences can be much bigger for the entire organization. Some examples are that atmosphere and work environment become very hostile and with non-enjoyable effects, verbal fights between employees, depression or simply people leaving the entire organization.

Even if managers are directly responsible for dealing with this issue, so are all other employees. Seeing stereotyping happening and affecting working environment and doing nothing about it is just turning head away from problems and from people in need.

This behaviour of promoting stereotypes by certain group or individual at work cannot be transferred to blame the whole company. However, if some managers are aware of this and still not doing anything about it, then the entire company can be perceived as one which is supporting stereotyping among colleagues. That can result in bad word of mouth, which can cause recruitment problems.

There are different steps which can be taken in order to tackle this issue of stereotyping.

- *Acknowledging stereotypes*

When negative stereotypes about one's social group are confronted directly, one counterintuitive response is stereotype reactance, or a pattern of behavior inconsistent with a negative stereotype (Kray, et al., 2009). Presumably, directly acknowledging stereotypes helps individuals to question their validity and to increase their motivation to disprove them. Rather than demonstrating behavior assimilating the stereotype, explicitly activating the stereotype may produce contrast effects. Organizations may carefully consider ways of

confronting stereotypes directly, setting the stage for stereotype reactance rather than stereotype threat (Kray, et al., 2009).

- *Clarification of principals*

Explaining principals within the company, what are the values and views of the organization towards stereotyping, especially reflecting to the current issue which is within the organization. The organization must show exact reasons why that stereotype is incorrect and which consequences it has for individuals, team and the organization as a whole.

- *Group activities*

Doing some group activities is helping people to get to know each other better, talk more personally and see that stereotypes are just stereotypes and overcome them in a smooth way. These activities can be done like team bonding or team building events. By investing in employees' skills via comprehensive training programs, negatively stereotyped group members may feel more capable of exploring alternative career paths within an organization (Kray, et al., 2009).

- *Leading by example*

Every individual within an organization can lead by their own example, not promoting stereotypes, not using jokes which promote stereotypes or simply reporting stereotypes at workplace to superiors. It is being responsible towards work environment and colleagues.

- *Strengthening organizational culture*

Constant promotion of values and desired behaviours at organization, talking about issues within organization, asking for feedback from employees on how to face those issues, including employees in solving them will help in strengthening organizational culture.

3.9 Satisfaction at work

Satisfaction at work is influenced by various factors and also it can differ from one employee to another, since they have different needs, ideas and expectations. Job satisfaction is all about how one feels towards one's job. An employee who expresses satisfaction is said to

have a positive attitude towards the job, unlike a dissatisfied employee who has a negative attitude towards the job. A person having negative attitude shows a personality disposition which is inclined to experience nervousness, tension, worry, upset and distress, whereas those with positive attitude will feel happy with themselves, others and their work (Nair, 2009).

There are different factor groups which influence satisfaction at work. They can be divided by the way from which side they are influencing it. Mullins is dividing it in following factors (Mullins, 2005):

- *Individual factors*

They are related to individual itself, by personality, education, age, intelligence, personal interests, goals, expectations related to job description and personal development.

- *Social factors*

These factors are related to social aspect of work, relationships with colleagues, groups within an organization and other activities at work. Social factors contain also how an individual is treated by others and if he/she feels safe in the environment when it comes to expressing some opinion or sharing some issues which company is facing.

- *Cultural factors*

Cultural factors are related to different values and customs which each individual has, based on its culture and mentality.

- *Organizational factors*

These factors include everything what is going on in the organization itself, area where they operate, policies, hierarchy, leadership style which managers are applying, working conditions and benefits, technologies which are in usage.

- *Environmental factors*

Environmental factors include factors coming from surrounding environment around the organization. Those are political and economic factors, governmental influences or state of society in the environment.

All these factors are influencing employee's satisfaction at work. Some factors are influencing it more than others. There are different theories about satisfaction at workplace and one of the most important is Two-factor theory, created by Frederick Herzberg.

3.9.1 **Two-factor theory**

Perhaps the greatest contribution to a knowledge of what groups of employees are looking for in their jobs has been provided by Herzberg with his concept of motivating and hygienic job factors (Mumford, 1970). Two-factor theory, also known as Herzberg's motivation-hygiene theory or Dual-factor theory, was originally done as interviews with 203 different individuals, who were engineers and accountants. They were chosen since those professions were considered as professions with high growth importance in business world (Mullins, 2005).

As result of his research, Herzberg stated that there are 2 different sets of factors, one which is creating satisfaction and second which is creating dissatisfaction. Those sets are independent from each other.

Herzberg's theory is in relation with Abraham Maslow's hierarchy of needs. Herzberg concluded that employees are not content only with satisfaction of low-level psychological needs, like having minimum salary and health insurance or security and safety at work. Employees are content with fulfillment of factors coming from top layers of Maslow's hierarchy pyramid, high-level psychological needs like sense of achievement, recognition, responsibility and appraisal (Mullins, 2005).

As previously mentioned, there are two sets of factors. One set, if absent, is causing dissatisfaction. These factors are called *hygiene* or *maintenance* factors and they serve only to prevent dissatisfaction, meaning if they are fulfilled employees will not be dissatisfied.

However, it does not imply that they will be satisfied. Another set, if present, is causing satisfaction at work and those are *motivators* or *growth factors*. If not fulfilled, then employees will not feel satisfaction, but also not dissatisfaction.

Let's take a look at the relationship among these two factors. There are four different combinations of factors possible:



Figure 2 Relationship between hygiene factors and motivation factors

The two-factor theory about satisfaction at work is making broader application of Maslow's theory and describes it better for workplace. Herzberg says that if management wants to provide good and positive working atmosphere, good payment is not the only factor.

This research was the reason for some debates about its application and extension and also replications. Some theories are claiming that these two groups of factors are not fully separated and that they influence one another. For example, scientists Shipley and Kiely claim that factors within sets are different for different spheres of work, for example sales people.

However, it is proven that Herzberg's theory is still very relevant since it was examined on many different researches performed by various scientists.

3.9.2 Mumford's needs

Enid Mumford (1924 - 2006) was British sociologist and computer scientist. Mumford was doing a research on how company's organizational needs fit to individual's needs at workplace. Mumford explained job satisfaction as an outcome of management and employees creating a sort of contract on five large areas related to employee's needs (Chen). Those are knowledge, psychological, efficiency (support/control), ethical and task structure.

Mumford explains job satisfaction in two ways:

1. Fit between what organization requires and what the employee is seeking.
2. Fit between what employee is seeking and what he/she is getting by the organization.

She explains that it is the best to reach equilibrium among these two cases in order to reach the highest level of satisfaction. There needs to be a good fit between their needs, otherwise there will be gap which is hard to bridge.

Since Mumford was a scientist in two big areas, she managed to blend these two areas and to create a new model called ETHICS - Effective Technical and Human-Implementation of Computer-based Systems model. This model puts together her thoughts and conclusions related to job satisfaction and employee's needs.

By creating ETHICS, Mumford proved that by helping each other, organization and its people can create something which supports them both and provides better place for work and cooperation. She claims that employees should be included in building a company as much as possible and that it will create stronger bond and ownership (Likki, 2018).

4 Practical Part

4.1 Questionnaire design

While designing questionnaire, I had several things on my mind which I wanted to include and based on that questionnaire was divided into sections. Questionnaire was conducted online using Google Forms because of their simplicity and reachability. At the very beginning it was explained what is the purpose of the questionnaire, why it was created and who will be working on interpreting the results. Questionnaire is conducted in English language. The whole questionnaire is included in table 1 below.

Questionnaire is composed of 4 different sections.

1. General overview of questionnaire participant

In this section few things were examined, such as gender of participant, country in which he/she works, age group, total years of working experience, education level, industry of work and size of company in which participant currently works. All answers were offered as multiple choice and additional option was available to be added in some of them. It was available in questions about country where participant works, level of education and industry.

2. Organizational culture

In this part I was curious how different people perceive organizational culture within their company, how do they evaluate it, if they are satisfied with it in their workplace, if they think they can affect it and to suggest ways on how to improve it. Questions were composed in various ways: checkbox answers, multiple choice, linear scale and writing opinion at the end.

3. Stereotypes at work

Third part started with definition of stereotypes, to make it easier for questionnaire participants to identify them. First two questions in this section were directed to level of stereotypes at workplace. First one is examining level, which participant is facing by herself/himself personally in the work environment and second one is related to level of stereotypes which other people are facing. Next question is to identify most common types of stereotypes at work, then to describe some situation at work where stereotyping was present. Following questions are related to results of stereotyping, prevention of stereotypes,

suggestions from participant on how to prevent stereotypes from happening and importance of workplace without stereotypes.

4. *Satisfaction at workplace*

Fourth section of the questionnaire has only 2 questions, where each of them requires from participants to select 5 things from the list. In the first question, it is 5 most important factors for satisfaction at work. In the second question, it is to select 5 most important factors for dissatisfaction. The purpose of this is too see how important for participants are factors which are related to stereotypes at work, such as healthy working atmosphere, respect and team collaboration. Design of this question is related to Herzberg's Two-factor theory.

Full overview of questionnaire is presented below.

Table 1 Questionnaire overview

Section	Question	Type	Answer(s)
<i>Section 1: General overview of questionnaire participant</i>			
1.1	What is your gender?	Multiple choice	<ul style="list-style-type: none"> • Female • Male • Prefer not to say
1.2	In which country do you work?	Multiple choice	<ul style="list-style-type: none"> • Bosnia and Herzegovina • Czech Republic • Other (write your own)
1.3	To which age group do you belong?	Multiple choice	<ul style="list-style-type: none"> • 18 to 20 • 21 to 25 • 26 to 30 • 30 to 35 • 36 to 45 • 46+
1.4	How much of work experience do you have?	Multiple choice	<ul style="list-style-type: none"> • Less than 1 year • 1 to 3 years • 3 to 6 years • More than 6 years
1.5	What is the highest level of education which you obtained?	Multiple choice	<ul style="list-style-type: none"> • High school • Bachelor degree • Master degree • PhD • Other (write your own)
1.6	In which industry do you work?	Multiple choice	<ul style="list-style-type: none"> • Software • Banking • Marketing • Cosmetics and clothing

			<ul style="list-style-type: none"> • Accounting • Real estate • Other (write your own)
1.7	In what kind of company do you work? Description: Scale is described according to European Commission.	Multiple choice	<ul style="list-style-type: none"> • Small size company (<50 employees) • Middle size company (<250 employees) • Large company • Self-employed
<i>Section 2: Organizational culture</i>			
2.1	What is organizational culture for you?	Check-box	<ul style="list-style-type: none"> • The way how co-workers talk to each other and respect each other. • Combined things: customs, communication standards, working ethic, values and beliefs, daily routine in an organization. • Defined set of rules which is brought by Human Resources department in collaboration with management. • Other (write your own)
2.2	Does organizational culture exist in every company/organization?	Multiple choice	<ul style="list-style-type: none"> • Yes • No • I don't know
2.3	What is level of organizational culture at your workplace?	Linear scale (1 – 5)	<ul style="list-style-type: none"> • 1 – Very low level • 5 – Very high level
2.4	How satisfied are you with organizational culture at your workplace?	Linear scale (1 – 5)	<ul style="list-style-type: none"> • 1 – I am not satisfied • 5 – I am very satisfied
2.5	Could you affect your company's current culture or it is just said how it is and you need to obey?	Multiple choice	<ul style="list-style-type: none"> • I can affect it. • I can affect some parts only. • I cannot affect it.
2.6	What would be your suggestions on improving organizational culture?	Written answer	-
<i>Section 3: Stereotypes at work</i>			
3.1	How would you describe level of stereotypes which you are personally facing at work?	Linear scale (1 – 5)	<ul style="list-style-type: none"> • 1 – Low level • 5 – High level
3.2	How would you describe level of stereotypes which are present at your workplace, but are not directly related to you	Linear scale (1 – 5)	<ul style="list-style-type: none"> • 1 – Low level • 5 – High level

	(they are related to some other colleagues)?		
3.3	Which stereotypes are the most common at your workplace?	Check-box	<ul style="list-style-type: none"> • Gender • Religion • Marital status • Place of origin/nationality • Education level • Physical appearance • Age and family • Other (write your own)
3.4	Please describe some situation at workplace when stereotyping was present.	Written answer	-
3.5	What were results of stereotyping at workplace?	Check-box	<ul style="list-style-type: none"> • Non-healthy working atmosphere • New groups forming after taking sides • Lower productivity • Misunderstanding of differences • Lower profitability • Discrimination • Lower self-esteem of individuals • Depression • Quitting job • Jealousy • Other (write your own)
3.6	What is your organization/employer doing to prevent stereotypes from happening or to help healing process after it happens?	Check-box	<ul style="list-style-type: none"> • Clarification of principles (Explaining principles within the company, what are the values and views of the organization towards stereotyping, especially reflecting to the current issue which is within the organization.) • Group activities (Helping people to get to know each other better, talk more personally and see that stereotypes are just stereotypes and even overcome them in a smooth way.) • Leading by example (Not promoting stereotypes, not using those jokes and promoting reporting of stereotypes at workplace.)

			<ul style="list-style-type: none"> • Strengthening organizational culture (Constant promotion of values and desired behaviours at organization, talking about issues within organization, asking for feedback from employees on how to face those issues, including employees in solving them.) • Avoiding talking about it (It is obvious that there are stereotypes at workplace, but employer is never addressing it.) • Pretending that their company is not facing any stereotypes • Employer is promoting stereotypes (Constant jokes related to some stereotypes, promoting or not promoting employees based on stereotypes) • At my workplace we are not facing any stereotypes. • Other (write your own)
3.7	Which activities would you suggest in order to prevent stereotypes from happening at workplace?	Written answer	-
3.8	How important for you is workplace without stereotypes if those stereotypes are targeting you?	Multiple choice	<ul style="list-style-type: none"> • Very important. • It is important. • It is good not to have that happening. • Not important, I don't care.
<i>Section 4: Satisfaction at workplace</i>			
4.1	Please select 5 most important factors for your satisfaction at work?	Check-box, 5 required	<ul style="list-style-type: none"> • Job description • Salary • Professional development • Recognition • Paid overtime • Healthy working atmosphere • Feedback • Respect among co-workers • Team collaboration • Trust among employees and employer • New challenges • Friendly atmosphere • Reputation of the company

			<ul style="list-style-type: none"> • Social responsibility of the company • Location of the office • Possibility of working from home
4.2	Please select 5 most important factors for your dissatisfaction at work?	Check-box, 5 required	<ul style="list-style-type: none"> • Job description not matching your expectations or needs • Salary is low • There is no professional development • Repetitive job • No one recognizes you for your work and contribution • Overtime is not paid • Working atmosphere is hostile • You don't receive feedback • No respect among co-workers • Trust among employees and employer is on a very low level • Non-friendly atmosphere • Reputation of the company • Social responsibility of the company • Location of the office

4.2 Data analysis

4.2.1 General overview

In this questionnaire participated 100 people, out of which 60% are women and 40% men.

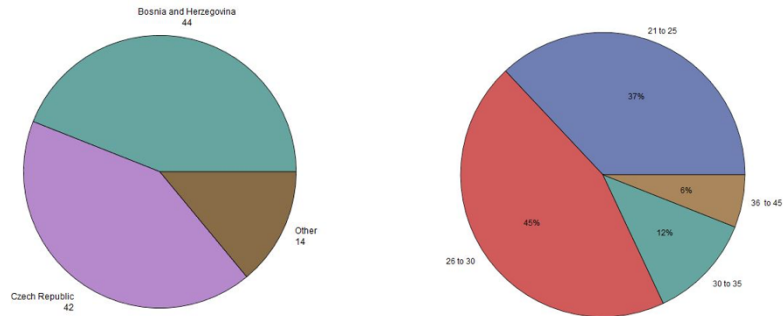


Figure 3 Country and age group of questionnaire participants

These two graphs are showing us that participants of this questionnaire are working mostly in Bosnia and Herzegovina (44%) and Czech Republic (42%). The reason for this is because I am from Bosnia and Herzegovina and living in Czech Republic. All other countries are listed as “other” since their percentage is lower than 2%.

When it comes to age of participants, 45% of them is in the age group 26 to 30-year-olds. Following group is 21 to 25 years old, where we have 37% of participants. In group 30 to 35 we have 12% and 36 to 45 we have 6%. Age group 46+ is without participants.

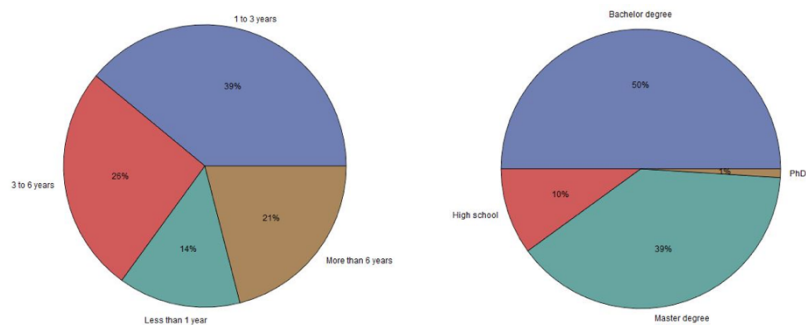


Figure 4 Working experience and education of questionnaire participants

From the first pie chart, we can see that the biggest percentage - 39% of participants is having 1 to 3 years of working experience, 26% is having 3 to 6 years of working experience and 21% is having more than 6 years of experience. 14% are absolute beginners with less than 1

year of working experience. In the second pie chart, we can see education level of participants. 50% are graduates on bachelor level and 39% percent graduated on master level. 10% are high school graduates and only 1% PhD.

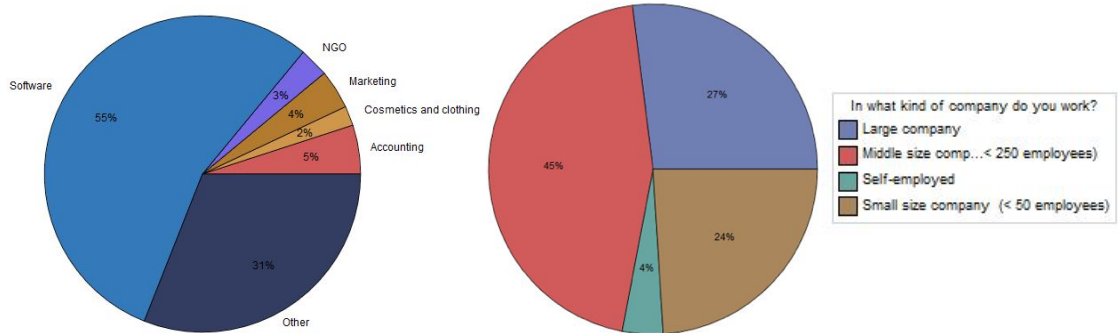
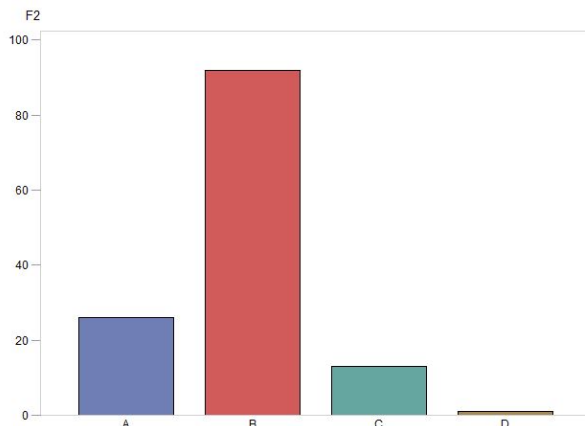


Figure 5 Industry and size of company

First pie chart on figure 5 is showing in which industry participants are working. 55% of them is coming from software industry and all other industries are equal or below 5%. Accounting industry is 5%, Marketing 4%, etc. 2nd chart is describing size of companies where participants work. 45% of them is working in middle size company, which are companies with less than 250 employees (ECHA). 27% of participants is working in large companies and 24% in small size company (ECHA). 4% is self-employed.

4.2.2 Organizational culture

When participants were asked what is organizational culture for them, they could choose multiple answers from offered options or add their own.



- A - The way how co-workers talk to each other and respect each other.
- B - Combined things: customs, communication standards, working ethic, values and beliefs, daily routine in an organization.
- C - Defined set of rules which is brought by Human Resources department in collaboration with management.
- D - Other

Figure 6 What is organizational culture - answers

Most of them (92 participants) defined organizational culture as *combined things: customs, communication standards, working ethic, values and beliefs, daily routine in an organization*. 26 of them also perceives organizational culture as *the way how co-workers talk to each other and respect each other*. 13 participants think that it is *defined set of rules which is brought by Human Resources department in*. From this graph, I concluded that most of them are very familiar with the term organizational culture.

Answers in question “Does organizational culture exist in every company/organization?” showed that 52% thinks it does, 34% participants think it doesn’t and the rest doesn’t know if it exists or not.

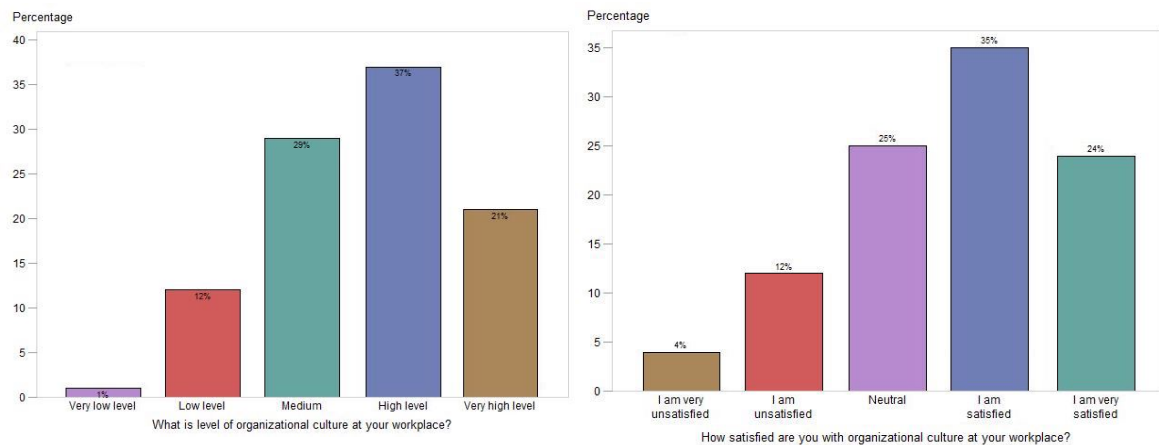


Figure 7 Level of organizational culture and satisfaction with OC at workplace

Questionnaire showed that participants believe that level of organizational culture is positive. 37% of them think that organizational culture is on high level and 21% that it is on very high level. 29% thinks that it is on medium level. 1% believes it is on very low level and 12% thinks it is on low level.

Participants are satisfied (59%) in general with organizational culture in their companies, out of which 24% is very satisfied. 12% is unsatisfied and 4% is very unsatisfied. 25% is neutral about their satisfaction related to organizational culture at their workplace.

Let’s take a look what participants divided by different groups said about their satisfaction with organizational culture.

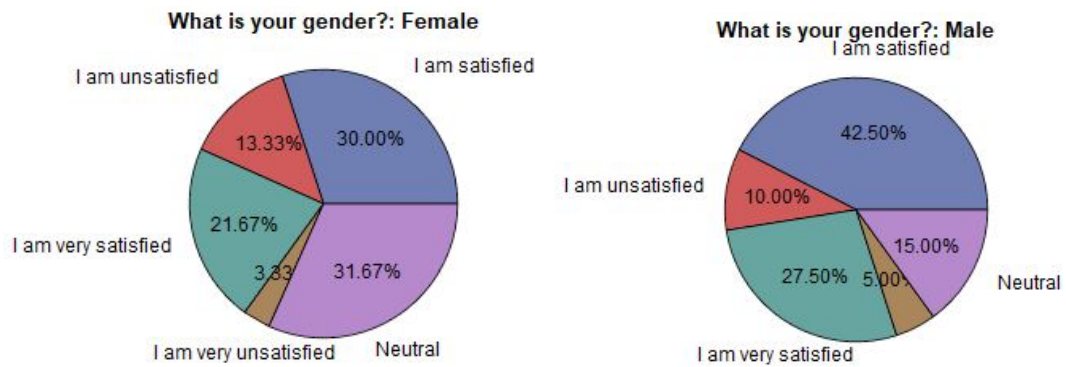


Figure 8 Satisfaction with organizational culture grouped by gender

On figure 8, we can see that women are more unsatisfied, very unsatisfied and neutral about level of organizational culture at their workplace.

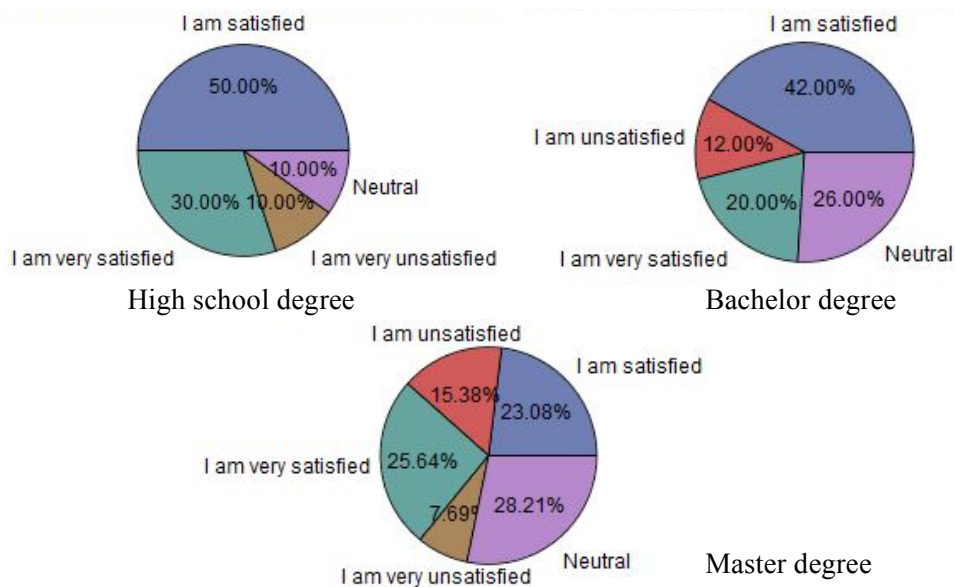


Figure 9 Satisfaction with organizational culture grouped by education level

From these grouped graphs, we can see that participants with high school degree are more satisfied with level of organizational culture at their workplace compared to participants who are having bachelor degree and even more than those having master degree. 80% of participants with high school have positive opinion about level of organizational culture at their workplace; compared with bachelor degree holders who have positive opinion in 62% and less than 50% of participants with master degree.

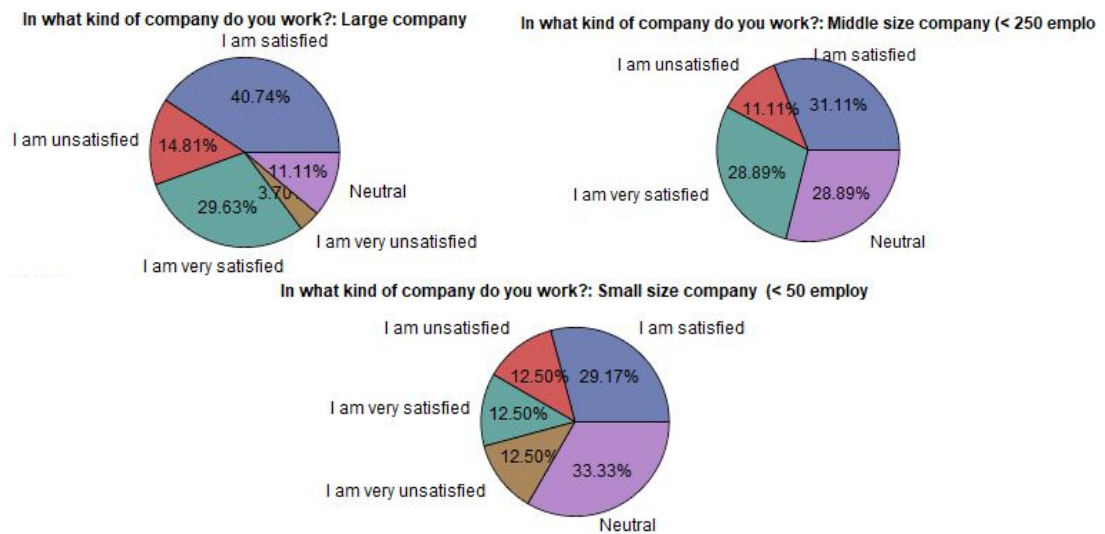


Figure 10 Satisfaction with organizational culture grouped by size of the company

On figure 10 we can see 3 graphs illustrating satisfaction of participants with level of organizational culture in their company, where graphs are divided by size of company. Generally speaking, participants working in large companies are more satisfied (70% is satisfied or very satisfied) with level of organizational culture compared to those working in middle size (60% is satisfied or very satisfied) or small companies (42% is satisfied or very satisfied). For self-employed people, this question is obsolete.

Another interesting comparison of satisfaction with organizational culture can be made based on countries Czech Republic and Bosnia and Herzegovina, while graphs are still divided by gender.

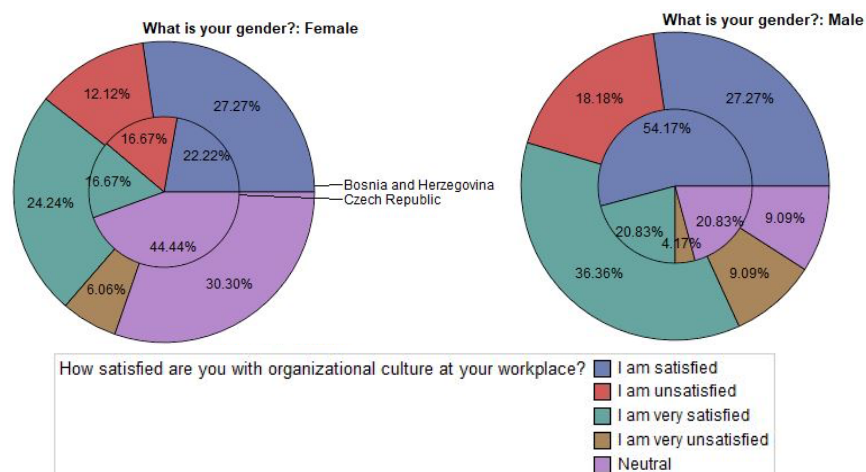


Figure 11 Satisfaction with organizational culture grouped by gender comparing Czech Republic and Bosnia and Herzegovina

Outer circle represents Bosnia and Herzegovina (BiH) and inner Czech Republic. We can see that women in Czech Republic are satisfied or very satisfied ~39% and in BiH we have ~52% belonging to the same group. So, according to these results, women in Bosnia and Herzegovina are more satisfied compared to women in Czech Republic.

From the other side, men in Bosnia and Herzegovina are satisfied or very satisfied ~64% and those from Czech Republic who belong to the same group are ~75%. We can conclude that men from Czech Republic are more satisfied with level of organizational culture at workplace compared to men from Bosnia and Herzegovina.

Participants believe that they can affect organizational culture within their company, where 28% thinks they can affect it and 59% thinks they can affect only some parts of it. 13% thinks they cannot affect it.

Organizational culture can be improved in many different ways. Most common answer was by organizing more team buildings, which would benefit employees to get to know each other, bond and bridge the differences which they have. Demonstration and striving for company's values was mentioned few times. Also, communication improvements, in correlation with not ignoring some obvious issues which company is facing. Questionnaire participants wrote few times that they would like to be involved more in all activities of the company and to have more transparency and openness from the management. They also want to be heard and have ability to give their own ideas for improvement of organizational culture. In that way, they would feel ownership of their ideas and suggestions and they would gladly enforce strengthening of organizational culture. All answers can be found in the appendix.

4.2.3 Stereotypes at work

In 3rd section of questionnaire, participants were answering various questions related to stereotypes at their workplace. On first question, which was *How would you describe level of stereotypes which you are personally facing at work*, responses showed that 20% observes very low level and 33% low level. 28% of participants experience medium level of stereotypes, 13% high level and 6% of them very high level. So, almost 50% of participants is personally facing medium or above level of stereotypes.

Second question was similar, but it was related to this situation happening to colleagues at workplace: *How would you describe level of stereotypes which are present at your workplace, but are not directly related to you (they are related to some other colleagues)* and answers were very low level 13%, low level 35%, medium 33%, high level 16% and very high level 3%. This time again we have high percentage of present stereotypes of 52%. In these graphs, we can also see the difference between answers given by females and males. We can spot that women are personally facing more stereotypes than men (levels medium, high and very high). Results of both graphs are represented on figure 12.

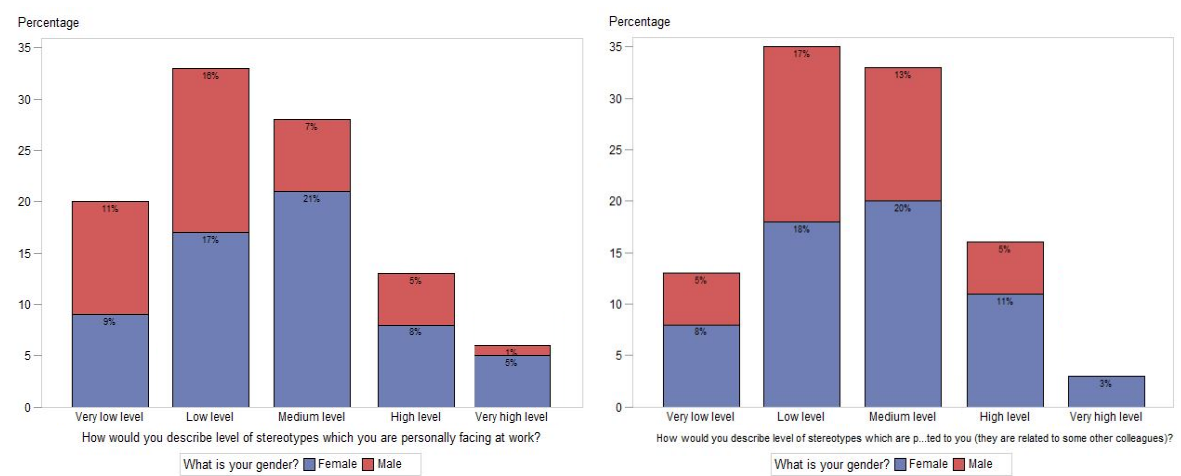


Figure 12 Level of stereotypes at workplace

Previously, in chapter 3.7.1, various sources of stereotypes were described. Participants selected gender and place of origin/nationality as most common sources for stereotyping. They are followed by age and family, educational level and physical appearance. Results of stereotyping were various and most common answers were non-healthy working atmosphere, misunderstanding of differences, lower self-esteem of individuals, new groups forming after taking sides, lower productivity and discrimination. Every of these results is very bad for business and its people. Graphical results are presented in figure 13.

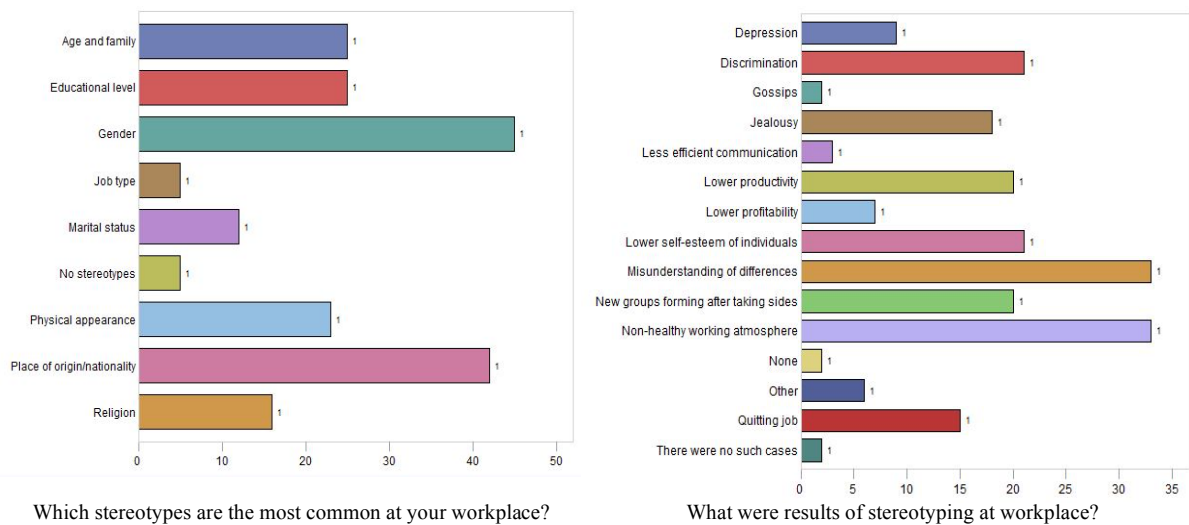
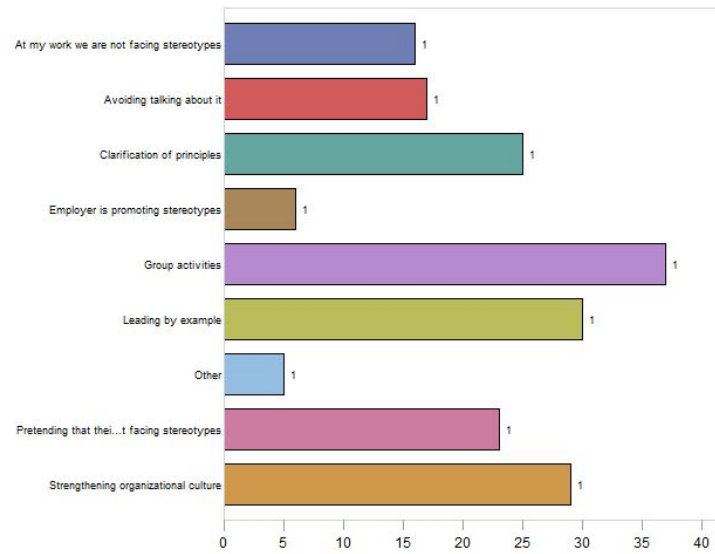


Figure 13 Most common stereotypes and results of stereotyping at workplace

Fourth question in this section was to describe some situation where stereotyping was present. Some of them shared their stories and they are listed here:

- “One of the main criteria for promotion is seniority not competence.”
- “As an engineer, I had a situation where the workers in the plant didn’t take me seriously, because I am a young woman that doing a men job.”
- “Often at breaks my colleagues would discuss my marital status, or the fact I don't eat meat. I was labeled as a "wanna be" because of my choices.”
- “We are using "Bába" as source of input errors in files we are receiving from our customers, and also when speaking about low payed position for copying texts. Also, we are calling our youngest colleague Bába sometimes. Also, we think that women are less capable to become a programmer, since we have apx. 15 programmers, none of them a girl.”
- “A parent said that it is good that we are all female that we could teach children emotional things more.”
- “Most of female coworkers are employed as testers, while in the other hand all male are developers.”
- “When assigned BE developer, he is automatically considered weirdo with low communication skills.”

- “Sexist jokes, racist jokes, senior management yelling/degrading at junior, cultural differences.”
- “Education level for instance: The work needs a certain background.”
- “Czech colleagues thinking of colleagues from southern countries like Italy, Greece, Spain as more lazy and talkative, rather than hardworking.”
- “Giving a job to colleague that has a master degree without even asking me if I would know it (the job was included in my JD).”
- “Giving my African friend less money per hour than rest of us get it, not sure if it is because of race or because he was new in restaurant so they tried to trick him.”
- “IT workers are always stereotyped as not really part of the team, lower status.”
- “Young people do not have the experience to tackle more complex challenges at work and will not be taken seriously by some clients.”
- “We were at some common night out and senior colleague (even if he was not in my department nor included into my selection process at the company) told me how I was selected for my role only because I am female and because company is striving for gender equality. There were around 15 other people who heard it and they remembered it and sometimes they joke how that colleague was making fun of me.”
- All these statements are making me think much more about relevance of mutual understanding and bridging the differences. Companies must strive to avoid stereotypes and their impact to working environment and roles.



What is your organization/employer doing to prevent stereotypes from happening or to help healing process after it happens?

Figure 14 Prevention and healing actions by organizations related to stereotypes at work

Figure 14 is showing us answers which were given by participants to describe what is their employer doing in order to prevent stereotypes from happening or to help healing process after it happened. Currently, organizations are mostly using group activities, leading by example, strengthening organizational culture and clarifying the principles at their workplace. Unfortunately, there was significant number of participants who declared that their employer is pretending that they aren't facing stereotypes, avoiding talking about it or even promoting stereotypes.

In question *Which activities would you suggest in order to prevent stereotypes from happening at workplace?* people had different ideas and answers. Mostly suggestions were related to common activities like team buildings, having open conversations, talks and feedback sessions about these problems. Also, it was suggested to have purposeful gatherings within teams, not just drinking – as that is mostly the case. Also, there was suggestion for gender equality workshop to face gender stereotypes. Introducing career path planning would help mitigate stereotypes related to education level, since it would set clear expectations for both sides. Few different people think that leading by example is the key and that people who are responsible for discrimination and disruption of organizational structure should have consequences for their actions.

There was also good suggestion to have HR representative to whom all discrimination and stereotyping can be reported.

Two opinions were in different tone comparing to other. One of them was that there is a reason for stereotyping and that it is root of truth and the second one was that stereotypes should not be avoided and that it shouldn't be taken seriously – people should joke about it, but not to use it to offend others.

All answers can be found in the appendix.

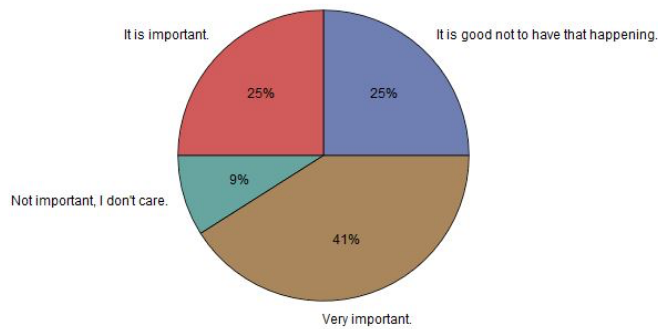


Figure 15 Importance of workplace without stereotypes

Last question in this section was examining how important for participants is workplace without stereotypes, if those stereotypes are targeting them and 41% thinks very important, 21% says it is important and 25% thinks is good to not have that happening. 9% doesn't care about it and they think it is not important.

4.2.4 Satisfaction at workplace

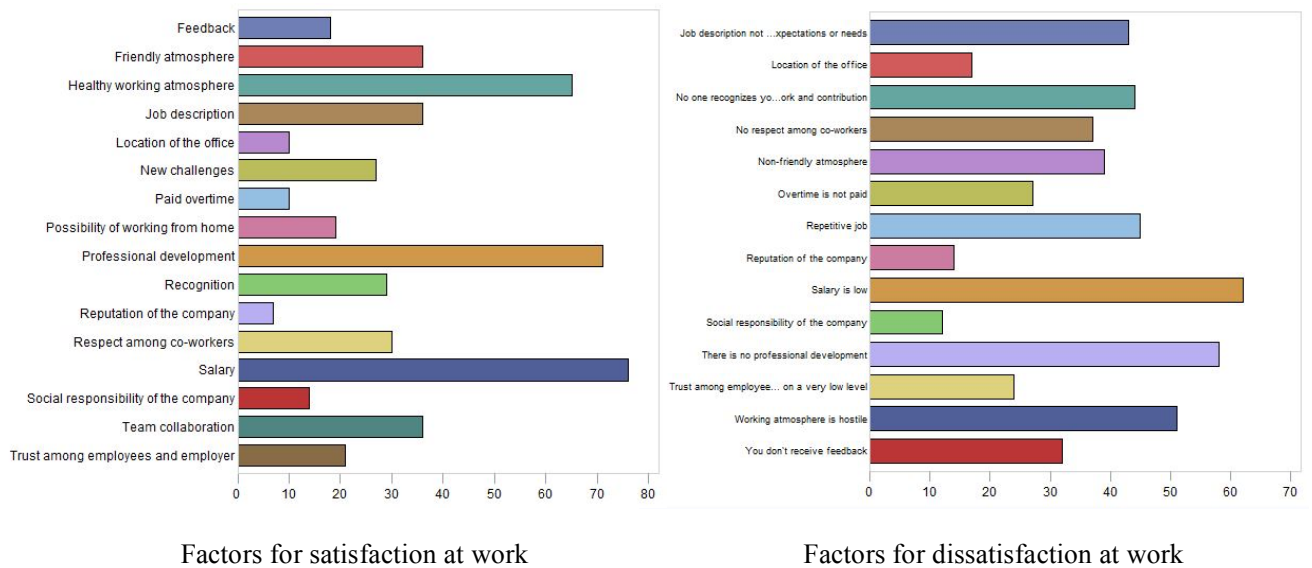


Figure 16 Factors influencing satisfaction and dissatisfaction at work

On previous graphs (figure 16) we have listed factors which were offered within the questionnaire and their importance for satisfaction and dissatisfaction at workplace. We can see that top 3 factors for both graphs are the same: salary, professional development and healthy/hostile working atmosphere. In general, we can see that atmosphere at work, respect and trust among colleagues are positioned very high on both graphs – for participants they are very important factors. In previous sections within the questionnaire we could see that these factors are positively impacting workplace without stereotypes.

5 Results and Discussion

Results of the research were mostly as expected. There were few results which surprised me and helped me realize that situation with stereotypes at work is more serious than I thought at the beginning. It also showed relevance of the topic and research itself. When analyzing graphs from the previous chapters, some of them can be deeper analyzed.

First one would be figure 8, where we can see satisfaction with organizational culture grouped by gender. We saw that men are more satisfied or very satisfied than women. Men, who belong to previously mentioned group, are 70% of all male participants and we have 52% of all female participants in this group. Possible reasons are gender stereotypes which women are facing, which can result in lower salary and role within company. Also, it can be that women are having higher expectations in general about organizational culture at workplace.

Figure 9 gives interesting finding that people with lower obtained degree are more satisfied with level of organizational culture compared to those with higher degree. As already mentioned for figure 8, it might be that participants with lower educational degree have less expectations compared to those with higher degree - education system thought them what to expect in the future from their employer and to value things on greater scale.

Figure 10 was interesting for me since it showed that people within larger companies are more satisfied with their organizational culture compared to middle and small-sized companies. Reasons for that are probably amount of money and other resources which are invested from larger companies into development and supporting organizational culture. From the other side, when discussing this topic with many friends and colleagues, they very often say that they prefer smaller companies, since they will have sense of family and other values related to clan culture, as well as not being just a *number at big corporation*. With strong organizational culture that issue can be mitigated effectively. It might show,

On figure 11 there are few interesting conclusions. The most surprising for me was that women working in Bosnia and Herzegovina (BiH) are more satisfied with organizational culture compared to women working in Czech Republic (CR), since BiH is much more undeveloped than CR generally speaking. Also, since I have many friends and colleagues on both sides and I know their stories, this was very surprising. Possible reasons are that women in BiH are used to that level of organizational culture, since they never experienced higher

and also throughout their education they were never taught how it should look like. Men working in BiH are less satisfied than men working in CR and it is expected.

Figure 12, which is showing level of stereotypes which participants are facing directly or indirectly, made me concerned since it showed that ~50% of participants is experiencing medium, high or very high level of stereotypes. I expected this number to be smaller and this data is scary and depressing for me at the same time.

In addition to this data, if we add data from second graph on figure 13 – results of stereotyping, my concern is getting bigger and bigger. Each and every consequence of stereotyping which was voted as result is very destructive for individuals and business as a whole. This graph illustrates very well why this issue must be tackled and solved. Importance of this issue can be understood when going through stories which people wrote in the questionnaire and analyzing emotions which can be found there. Mostly it is depression and acknowledgement that the problem is real and that it can be seen in many places.

On figure 14, participants were selecting things which employer is doing to prevent stereotypes from happening or to help healing process after it happened and I was glad that it included strengthening organizational culture and group activities – meaning that theories mentioned in my thesis prove to be correct in real life. Also, this showed that participants definitely see positive relation between good and strong organizational culture and workplace without stereotypes.

As activities which would help to prevent stereotypes from happening at work, questionnaire participants mostly suggested various ways to improve communication, team buildings, mutual understanding, less judging others, more actions from management and better professionals in this area. It is clear that they see connection between good organizational culture and workplace which is not adopting stereotypical roles.

91% of people who participated in questionnaire cares about this issue and they want workplace without stereotypes (figure 15). This also proves relevance of this topic and significance of workplace without stereotypes.

Last part of the whole questionnaire (figure 16) was related to factors which are contributing to satisfaction and dissatisfaction at workplace. I was positively surprised how working atmosphere, trust, respect and friendship were highly valued. It can be concluded

that intrapersonal things play an important role for all people at workplace and by investing in them, companies will have a lot of benefits.

Another interesting result can be discussed. We can see that healthy working atmosphere is 3rd most important factor for satisfaction at work (figure 16). From the other side, we could see that number 1 result of stereotyping at workplace was non-healthy working atmosphere (figure 13). Therefore, if we have stereotypes at working environment, we cannot have healthy working atmosphere and employees will be dissatisfied at work. Satisfaction at work is in relationship with productivity and profitability.

On the other hand, this last question could be better formed. It could be connected to Herzberg's Two-factor theory and stereotypical roles. Offered selection options could be more related to relation between these two and based on that some better conclusion could be taken. For example, to see if stereotypes are considered as part of motivators or hygienic factors. That would be also my suggestion for improvements in this topic.

6 Conclusion

Organizational culture represents important pillar in shaping workplace without stereotypes and not adapting stereotypical roles. After analyzing the questionnaire, theories and explanations mentioned in *Literature review* part were confirmed once more.

Individuals, groups, organization itself and its environment are interacting and together they are forming overall experience for employees. Relationships between each of them are very important and everyone is expected to be included. Scholars have same opinion as questionnaire participants – they would like to have more open communication at workplace, more team buildings and other activities to bridge the differences which exist between them and to create better working environment. Leadership team should be also helping in building these relationships.

59% of people who participated my questionnaire are satisfied with their organizational culture, but for more than two fifths of my respondents, there is a space for improvement. This thesis might give some suggestions, mentioned in chapter 3.5.1, on how to improve organizational culture and increase percentage of people satisfied with organizational culture. Also, responds from questionnaire are aligned with these ideas. Very big improvements can be made by suspending stereotyping in culture of the company.

Stereotypes at workplace are more common than I expected. ~50% of participants are facing stereotypes at their work and it proves existence of this issue. Stereotypes shouldn't be affecting most of the people and their role at the company. There are different ways of tackling this issue and they can be found in chapter 3.8. According to my research, by eliminating stereotypes healthy working atmosphere would be more present and it is leading to better satisfaction at workplace (figure 16). 91% of people who participated in questionnaire cares about this issue and they want workplace without stereotypes (figure 15). When we group answers based on some parameters like gender, education level, company size or country we were able to observe differences in opinion and to compare them (figures 8, 9 10 and 11). We could see that women are less satisfied than men with organizational culture. However, women in Bosnia and Herzegovina are more satisfied with organizational culture than women in Czech Republic. People working in large companies are more

satisfied with organizational culture compared to people working in medium and small size companies.

Important part for me were stories which questionnaire participants shared with me, which were related to situations which they face at workplace and which include stereotypes. While reading them, I could clearly see all those negative consequences of stereotypical roles.

Connection between good organizational culture and workplace without stereotypes could be seen in answers of questionnaire participants. Additionally, it proved that there is relationship between satisfaction at work and workplace without stereotypes.

This master thesis deeply explored organizational culture, factors which are shaping it and how organizational culture influences workplace to adopt stereotypical roles. Organizational culture was described, its importance and types of organizational culture. Stereotypes are described as well as their sources and impact which they have. Through the questionnaire sources and impact were confirmed and we got broader picture of what companies are currently doing to prevent that from happening. Statistical overview of various inequalities was made, especially gender and nationality inequalities. Satisfaction at work depends on many different factors and we could see that interpersonal relationships and healthy working atmosphere are playing important role in it and they are connected to workplace without stereotypes. There are different ways on how to improve organizational culture and how to tackle issue of stereotypes. Those ways are successfully described in theoretical part and they also coincide with opinion of questionnaire participants.

Practical part followed theoretical background and proved that used theories are very relevant.

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8 Appendix

Answers for question 2.6: *What would be your suggestions on improving organizational culture?*

- Better co-workers' relations.
- More involvement into promoting good values and good communication between colleagues. Not ignoring some obvious issues.
- Maybe some established routines, some team buildings and stuff like that.
- Transparency of all the activities in the company, inclusion of employees in the processes of those activities.
- To set rules for all employees.
- Transparent communication and leadership with values.
- Having clear HR processes, lowering stress of employees by introducing new colleagues, giving employees more responsibility and mentorship.
- Transparent communication means and know how should be in a written form and available to everyone.
- More team buildings.
- More opportunities to meet.
- More often team building.
- It is needed to have some rules which will cover some organizational fields, such as working time.
- If I knew it I would do it.
- Trying to describe and define it first. See if we all agree what it is and if it is good.
- Make stronger relationships, team building, social events.
- Improve hygiene habits and less self-centered.
- More 1 language focused.
- Hiring experienced HR professionals, with degrees.
- Observation by high levels and try to practice the standards, have more communication and gathering to collect feedbacks.
- More communicate with employee, human resource and manager.
- 1 manager can't be responsible for more than 8-9 people.
- More meetings, team building.

- Asking opinion from the employees (not through surveys) so they can express what's missing and give improvement ideas. Using data to measure different aspects of organizational culture, especially in bigger corporations, clearly communicating with employees and being direct and straightforward, not refrain from rewarding and recognizing good performance.
- 1 Build the culture of people;
2 People work for each other development and experience;
3 Organization bonding is most important;
4 Individual and organization goal should be set by the people.
- Choosing a theme song.
- More formality.
- Constant communication and effort on making it better.
- Certain practices to increase dedication and belonging.
- More open space sessions, workshops about meeting others and striving for company's values. First time I heard about values of my company was at personal development review session, where I was supposed to identify my work in comparison to those values. However, it was hard and somehow fake to identify your work and evaluate it against those values if it was the very first time seeing them. I know that individuals can affect organizational culture, but I don't see that my company is willing to include their employees into it.
- More team buildings.

Answers for question 3.7: *Which activities would you suggest in order to prevent stereotypes from happening at workplace?*

- More open talk about it.
- Leading by example. You should appreciate everybody and their opinion.
- Do your job, don't judge and mind your own business!
- Introducing career path planning.
- Education of employees, it is important to point out what topic are off the limits to be joked about and discussed.
- Promotion of values and team building.

- Having HR manager, to whom all discrimination and stereotyping can be reported to, feedback sessions (even anonymous ones), leading by example (even firing persons who are repeatedly discriminating others and disrupting organizational structure).
- Educate.
- Stereotypes are not something to be avoided or be ashamed of, what it can be done at the workplace is building an atmosphere where you don't take yourself too seriously on this matter and staying on the nice and fine line of not offending while joking about it.
- Any fun activity, Making stuff less serious.
- Know your colleagues better. So, more activities together (better outside the working environment).
- Common activities.
- Get to know each other better before starting to judge a person.
- Team-building. Cooperate with employees who organize events
- None whatsoever. Stereo types have a reason of existing and most often a root of truth. trying to ban is trying to ban speech. That is a bad idea.
- Gender equality workshop.
- Practice the standards and active observation and avoid facing the stereotyping
- Having a possibility to talk about them and proceed according to policies.
- Move outside Bosnia.
- More informal meetings and frequent trainings on stereotypes and cultural differences from HR.
- Games / days out.
- Team days, once in a quarter/month hangouts together.
- Getting to know each other better and celebrating success of each individual.
- Talking directly to people.
- Turn off the serves and not show up to work, then watch as no one can do anything.
- Maybe to clarify every position is significant for the goals of the institution.
- More common activities with clear purpose, not just some beer gatherings. More talks and discussions about stereotypes and why are we having them.