

ORGANIZACIONA KULTURA – PUT KA USPEŠNOJ KORPORACIJI

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Rezime

Srž svake uspešne poslovne organizacije ogleda se u dobroj organizacionoj kulturi, a posebno kod organizacija koje poslovanje obavlja kroz mrežu ispostava i filijala. Savremene poslovno okruženje karakteriše dinamičnost i neizvesnost, pa je organizaciona kultura jedan od načina da se razvije i učvrsti jedinstvenost uspešnog poslovanja. Organizacija kroz norme, običaje i ukorenjeni sistem vrednosti oblikuje razmišljanje i saradnju zaposlenih u organizaciji. Ovaj rad predstavlja analizu organizacione kulture jedne ekspoziture banke i u tu svrhu je korišćen dijagnostički instrument za procenu organizacione kulture -OCAI model. Njegova misija je da pruži sliku o postojećem i preferiranom tipu organizacione kulture. Cilj je da se identifikuju i analiziraju karakteristike organizacione kulture radne jedinice banke uz korišćenjeOCAI modela i ukaže na one elemente koji zahtevaju dalje razmatranje ili eventualne korektivne mere.

Ključne reči: *organizaciona kultura, instrument za procenu organizacione kulture (OCAI), banka*

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Uvod

Organizaciona kultura, pojam koji je privukao sve veću pažnju tokom proteklih nekoliko decenija i ima duboko ukorenjen uticaj na svaku sferu organizacije. Dok je ranije smatrana sekundarnim ili marginalnim elementom,

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danas se organizaciona kultura nalazi u samom središtu organizacione strategije i uspešnosti. Predstavlja pokretačku silu koja utiče na različite aspekte, uključujući angažovanost zaposlenih, produktivnost, sposobnost organizacije da se prilagodi promenama i njenu otpornost.

Stvaranje, uspostavljanje i negovanje organizacione kulture je jedinstvena procedura, jer je specifična za svaku organizaciju i od posebnog značaja za svaku od njih. Značaj organizacione kulture se ogleda u njenom uticaju, koji kroz sistem vrednosti, ima uticaj na efikasnost i efektivnost same organizacije. Organizaciona kultura se najčešće opisuje kao sistem pretpostavki, verovanja, vrednosti i normi ponašanja koje su zaposleni razvili unutar organizacije (Stefanović et al, 2000). Definisana na ovaj način, organizaciona kultura se može predstaviti kao specifičan karakter organizacije ili osnovni element socijalizacije svakog novog zaposlenog. Na osnovu vrednosti koje promoviše određena organizaciona kultura, formiraju se pravila ponašanja unutar kolektiva, kao što su prihvatljivi načini donošenja odluka, oblici neprihvatljivog ponašanja, oblačenje, međusobni odnos, itd.

U savremenom poslovnom okruženju, organizacije se suočavaju sa raznolikim izazovima. Ovi izazovi obuhvataju tehnološke promene, dinamiku promenljivog tržišta, evoluciju očekivanja radne snage i društvene zahteve. U ovom kompleksnom kontekstu, organizaciona kultura može predstavljati oslonac organizacije, obezbeđujući stabilnost, smernice i osećaj svrhe. S druge strane, ukoliko nije usaglašena sa potrebama organizacije, može postati prepreka promenama, inovacijama i rastu. Razumevanje i upravljanje organizacionom kulturom postaje sve važnije, jer može značajno uticati na uspeh organizacije, privlačenje i zadržavanje talenata, kao i njen ugled na tržištu. Lideri i menadžeri trebaju biti svesni organizacione kulture i aktivno raditi na njenom oblikovanju kako bi postigli ciljeve organizacije i podržali razvoj zaposlenih.

Organizaciona kultura nije samo reč na papiru, ona je dinamična sila koja se oblikuje kroz svakodnevne poslovne aktivnosti. Kroz organizacionu kulturu, kompanije usvajaju svoj jedinstveni identitet, odražavajući svoje ciljeve, vrednosti i misiju. Često se organizaciona kultura izražava kroz osnovne vrednosti koje organizacija promoviše, kao i njen odnos prema kvalitetu,

inovacijama i društvenoj odgovornosti. Kultura organizacije oblikuje sam identitet organizacija, jer pomaže članovima da se identifikuju sa njom i razumeju svoju ulogu u postizanju organizacionih ciljeva. Organizacionom kulturom definišu se prihvatljivi i neprihvatljivi obrasci ponašanja unutar organizacije (komunikacija u organizaciji i rešavanje konflikata sa kolegama i nadređenima).

U fokusu organizacione kulture, važno je prepoznati radnu motivaciju zaposlenih kao "jedan od najvažnijih preduslova za efikasnost rada i postizanje ciljeva, kako pojedinaca tako i cele organizacije" (Boljnović, 2011). Budući da zaposleni predstavljaju najvredniji resurs svake poslovne organizacije, njihova radna motivacija je jedan od najvažnijih aspekata koje organizaciona kultura treba da promovise i podržava. Imajući u vidu da ljudski resursi nisu samo jednostavna suma broja zaposlenih, već "ukupni ljudski potencijal: dostupno znanje i iskustvo, korisne sposobnosti i veštine, moguće ideje i stvaralaštvo, stepen motivacije i interes za postizanje organizacionih ciljeva" (Kulić, 2005).

Kada je reč o merenju radne kulture, može se doći do utiska da je to neostvarivo i da je nemoguće adekvatno je proceniti. Neki stručnjaci čak tvrde da kulturu nije moguće meriti i stava su da sve što čini organizacionu kulturu (njene vrednosti, verovanja i pretpostavke) se ne može ili ne bi trebale meriti kvantitativno. Takođe, mnogi tretiraju kulturu kao barometar ponašanja.

Kultura kao ideja ne može se lako kvantifikovati, ali dobra organizaciona kultura stvara niz ponašanja koja se mogu pratiti. Rezultati zdravog i produktivnog preduzeća mogu se povezati s kulturom. Brojna istraživanja ukazuju na različite parametre koji se mogu meriti u sveobuhvatnoj analizi organizacione kulture (O'Donnell, Boyle, 2003). Dati parametri mogu se sveobuhvatno meriti, iako sama kultura nije merljiva, i na osnovu ovih zajedničkih atributa može se utvrditi uspešnost ili neuspešnost poslovanja datog preduzeća.

Važno je uspostaviti sistem praćenja percepcije zaposlenih o trenutnoj organizacionoj kulturi u odnosu na željenu kulturu. Imajući to na umu, Robert Quinn i Kim Cameron (2006) sa Univerziteta u Mičigenu razvili su Instrument za procenu organizacione kulture (Organizational Culture Assessment Instrument - OCAI). Ovaj alat omogućava uvid u kulturne snage, prikazujući

tip organizacione kulture, tako da menadžment datog preduzeća može preduzeti moguće korektivne mere na osnovu dobijenih informacija. U tom smislu, OCAI se može efikasno koristiti u cilju poboljšanja ili promene organizacionih vrednosti kako bi se uskladile s poslovnom strategijom.

Metodološki okvir istraživanja

Instrument za procenu organizacione kulture (OCAI)

Kako bi identifikovali vrstu organizacione kulture i vrednosti koje dodatno oblikuju stavove, očekivanja i aktivnosti članova organizacije, Cameron i Quinn su kreirali upitnik za procenu organizacione kulture (OCAI - Organizational Culture Assessment Instrument). Razvijen je iz teorijskog okvira poznatog kao Competing Values Framework (CVF). Suštinski, stvorili su alat pomoću kojeg je moguće proceniti dominantnu orijentaciju poslovne organizacije posmatranjem njenih kulturnih snaga i vrste organizacione kulture. Zahvaljujući OCAI testu, moguće je oceniti organizacionu kulturu, ali i klimu na nivou radnih timova, odeljenja ili pojedinačnih sektora organizacije. Na osnovu dobijenih informacija, moguće su dalje korektivne akcije u cilju poboljšanja ili promene organizacionih vrednosti na nivou određene organizacione jedinice, pa čak i celokupne organizacije, u skladu s poslovnom strategijom.

Kako bi se stekao uvid u glavne karakteristike organizacije koje možda moraju da se prilagode novim okolnostima, odnosno kako bi se identifikovao tip organizacione kulture i vrednosti koje oblikuju stavove, očekivanja i aktivnosti članova posmatrane organizacije, Cameron i Quinn su razvili upitnik za procenu organizacione kulture u vezi sa šest dimenzija sadržaja, odnosno aspekata organizacione kulture (Suderman, 2012):

1. dominantne karakteristike;
2. opšti stil vođenja u organizaciji;
3. upravljanje zaposlenima;
4. kompaktnost organizacije;
5. strateški ciljevi;

6. kriterijumi uspeha.

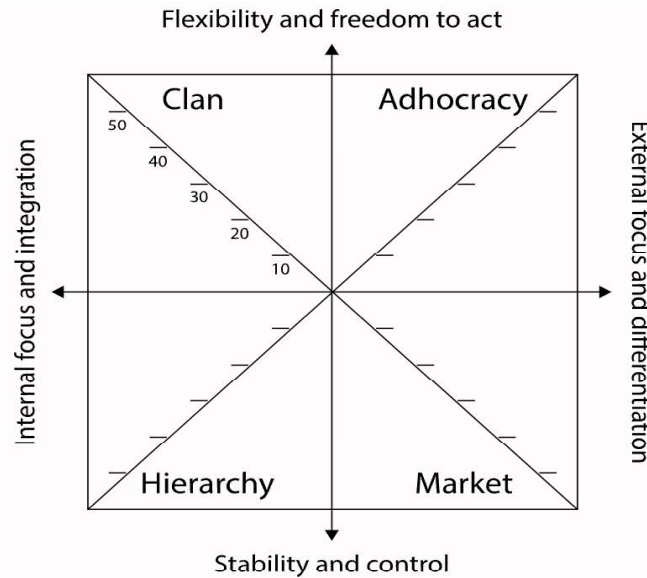
Svaki od ovih šest aspekata pruža ispitaniku četiri opcije odgovora (A, B, C, D), unutar kojih ispitanik raspodeljuje ukupno 100 bodova. Važno je napomenuti da nema tačnog ili netačnog odgovora u OCAI testu, jer svaka organizacija opisuje različit, jedinstven sistem odgovora. Kako svako pitanje ima četiri odgovora, unutar kojih treba raspodeliti 100 bodova, ispitanik dodeljuje najveći broj bodova odgovoru koji najtačnije opisuje situaciju u njegovoj organizaciji, a zatim u opadajućem redosledu ostalim odgovorima koji manje odražavaju situaciju u organizaciji.

OCAI test se sastoji od dva upitnika, svaki sa po šest pitanja. Prvi deo je upitnik koji pruža sliku trenutne situacije unutar organizacije, odnosno kulture kakva je danas, i naziva se "Trenutno". Zatim, ispitanik daje odgovore na ista pitanja kao u prethodnom upitniku, ali koji opisuju željenu situaciju, odnosno kako bi ispitanici želeli da organizacija izgleda za pet godina i ovaj upitnik se naziva "Željeno" (Suderman, 2012). Ocena OCAI testa je jednostavna, jer se zasniva na jednostavnim aritmetičkim proračunima. Prvi korak uključuje zbir svih odgovora (bodova) koje nosi ponuđeni odgovor A u upitniku "Trenutno", a zatim se dobijena vrednost deli sa šest kako bi se dobila prosečna vrednost rezultata. Rezultati za odgovore B, C i D se računaju na isti način, a potom se pristupa oceni upitnika "Željeno" na isti način. Upoređivanjem dobijenih rezultata može se jasno utvrditi da li je trenutna situacija u organizaciji bliska željenom stanju ili su dobijeni dva ekstrema kao odgovori, što ukazuje na potrebu uvođenja korektivnih mera.

Dalje operacije s dobijenim odgovorima bazirane su na korišćenju teorijskog modela Competing Values Framework. Ova teorija sugerše da unutar svake organizacije postoje dve ortogonalne dimenzije koje igraju ključnu ulogu u kreiranju kulture - jedna je fleksibilnost naspram stabilnosti (tj. kontrole), dok je druga unutrašnji fokus organizacije, naspram spoljnog fokusa (Cameron, Quinn, 1999). Ove dimenzije leže u činjenici da organizaciona kultura treba obezbediti istovremeno ostvarivanje ovih suprotstavljenih zahteva: za stabilnošću i promenom, kao i za spoljnim i unutrašnjim fokusom. Na taj način, kulture se razlikuju u pogledu toga gde se ove dve dimenzije nalaze, pri čemu su kulture retko smeštene na njihovim krajnostima. S obzirom da postoje

dve dimenzije sa dva ekstrema, moguće je razlikovati 4 tipa kulture koji odgovaraju ponuđenim odgovorima u OCAI upitniku (Janjićević, 2011).

Slika 1. Okvir konkurentnih vrednosti



Izvor: (Cameron, Quinn, 2006)

Klanska kultura (A): Ova kultura je orijentisana internim pravcem prema održavanju harmoničnih odnosa u timu, podrazumeva fleksibilnost i stavljanje zaposlenih u organizaciji u fokus, jer njihov razvoj i posvećenost dovode do konkurentske prednosti i tržišnog uspeha. Iz tog razloga, ova kultura ističe važnost harmonije i dobrih interpersonalnih odnosa, neguje prijateljsko radno okruženje, promoviše međusobno poštovanje, neguje zdrav unutrašnji ambijent i dobrobit kako na ličnom nivou tako i na kolektivnom nivou.

Kultura adhokratije (B): Kultura adhokratije je usmerena prema spolja, tj. prema tržišnom položaju, ali i prema fleksibilnosti. Ova kultura se zasniva na ideji da ključ uspeha leži u promenama i inovacijama u dinamičnom i kreativnom radnom okruženju. Zaposleni u organizacijama koje neguju ovu kulturu su spremni da preuzmu rizike, dok se od lidera očekuje da budu inovatori, pa se može zaključiti da ovaj tip kulture generalno promoviše individualnu inicijativu i slobodu.

Tržišna kultura (C): Ova kultura takođe je usmerena prema spolja - tj. prema tržišnom pozicioniranju organizacije, ali je fokusiranje na stabilnosti i kontroli.

Kultura tržišta se zasniva na pretpostavci da samo oštra konkurencija sa spoljne strane i orijentacija ka potrošaču iznutra dovode do uspeha. U suštini, ovo je kultura gde su konkurencija i profit visoko vrednovani, pa se bazira na rezultatima koji naglašavaju završavanje posla i dovršavanje stvari, a menadžment je fokusiran na definisane ciljeve. Naglasak je na pobjedi i to održava organizaciju na okupu. Reputacija i uspeh su od suštinskog značaja.

Kultura hijerarhije (D): Kultura hijerarhije je orijentisana i ka stabilnosti i unutrašnjosti. Ova kultura se bazira na kontroli, efikasnosti, logičkom vođenju, objektivnosti i racionalnosti. Efikasnost i produktivnost su osnovni elementi ove kulture, a procedure određuju šta ljudi rade. Održavanje glatkog funkcionisanja organizacije je od suštinskog značaja. Formalna pravila i politike održavaju organizaciju na okupu. Dugoročni ciljevi su stabilnost i rezultati, uz efikasno i glatko izvršavanje zadataka.

PutemOCAI testa možemo lako da prikažemo dominantnu trenutnu kulturu u organizaciji, razlike između trenutne i preferirane kulture, snagu trenutne kulture, kao i “bol” sa kojim se radnici trenutno susreću i eventualnu “dobit” koju mogu da postignu ukoliko se izvrše određene promene. Ukoliko bi organizacije bile svesne značaja organizacione kulture i prednosti implementacijeOCAI testa lako bi se mogla vršiti dijagnoza i promena organizacione kulture. Osnovne prednosti primeneOCAI testa su: meri se šest aspekata koji su izuzetno bitni za organizaciju, vidi se trenutno stanje organizacione kulture i jasno se poredi trenutna i preferirana kultura, mogućnost dodavanja kvalitativnih detalja, kao i mogućnost samostalne primene već definisanih testova.

OCAI istraživanje u filijali banke

Instrument za praćenje organizacione kulture je validno sredstvo za procenu organizacione kulture i jedna od najčešće korišćenih metrika za vrednosvanje i procenu organizacione kulture (model korišćen u preko 10.000 kompanija). Prema ovom modelu nema tačnih i pogrešnih odgovora pa će svaka kompanija ili ekspozitura proizvesti različite skupove odgovora.

Primenom ovog modela od zaposlenih se traži da ocene svoju organizaciju odgovorima na pitanja, gde se indirektno ocenjuje organizaciona kultura i

klima na nivou odeljenja ili organizacione jedinice sa definisanim granicama.OCAI test se uglavnom odnosi na ekspozituru ili organizacionu jedinicu, jer najviše pomaže u određivanju načina za promenu kulture. Zaposleni odgovara na šest pitanja, pri čemu svako pitanje ima četiri alternative i cilj je da se podeli 100 bodova između ovih alternative. Prvom grupom pitanja definiše se trenutno stanje, a drugom grupom pitanja željeno stanje. Pod željenim stanjem uglavnom se misli na željeni izgled organizacije za pet godina.

Metodologija aktuelnog istraživanja fokusira se na primenuOCAI testa u proceni organizacione kulture jedne od filijala Banca Intesa. Svesno smo se odlučili da se fokusiramo na jednu specifičnu filijalu kako bismo uhvatili suptilne nijanse kulturnih dinamika na operativnom nivou, s obzirom na mogućnost značajnih razlika u odnosu na širu organizacionu kulturu.

OCAI test sproveden je u jednoj ekspozituri banke, gde je 15 radnika pristalo da odradi test. Zaposleni ove poslovne jedinice su odgovorima prikazali organizacionu klimu unutar svog tima, kao i odnose prema neposrednom lideru i menadžeru ekspoziture. Naša istraživačka metodologija obuhvatila je niz koraka. Prvo smo organizovali sesiju orijentacije za zaposlene filijale, pružajući im uvod uOCAI, njegovu svrhu i značaj u kontekstu organizacione kulture. Nakon toga, učesnicima su dostavljeniOCAI upitnici, obezbeđeni i u štampanom i u digitalnom formatu, kako bismo udovoljili njihovim preferencijama i olakšali učešće. Sakupljanje podataka protezalo se kroz dvonedeljni period, nakon čega su odgovori bili agregirani i analizirani koristeći različite statističke alatke. Cilj analize bio je identifikacija dominantnih kulturnih arhetipova, potencijalnih neslaganja između trenutne i željene kulture, kao i identifikacija oblasti kulturne snage i potencijalnih poboljšanja. Posebna pažnja posvećena je sagledavanju kako zaposleni doživljavaju organizacionu kulturu, kao i uočavanju konkretnih elemenata koji čine tu kulturu jedinstvenom unutar filijale. Ova detaljna analiza trebala je da nam omogući precizan uvid u ključne aspekte koji utiču na radnu atmosferu, međusobne odnose i efikasnost timova u okviru ove banke.

Na osnovu rezultata, imamo nameru da identifikujemo potencijalne oblasti gde postoji sklad između trenutne i željene kulture, ali takođe i oblasti gde su potrebne korektivne mere. Ovaj pristup omogućava nam ne samo da

dijagnostikujemo trenutno stanje organizacione kulture, već i da predložimo konkretne korake ka njenom poboljšanju.

Ocenjivanje OCAI upitnika zahteva jednostavne aritmetičke proračune. Prvi korak je da se saberu svi odgovori pod A u koloni “Trenutno”, i potom podele sa šest. Odnosno, izračuna se prosečni rezultat za A alternative u koloni “Trenutno”. Isto se uradi i za odgovore, B, C i D. Potom se proces ponovi za izračunavanje rezultata željenog stanja (Cameron, Quinn, 2006). Rezultati OCAI testa će se naći u sledećem poglavlju ovog rada, gde su analizirani odgovori zaposlenih u jednoj ekspozituri banke. U skladu sa rezultatom, možemo videti šta zaposleni te poslovne jedinice misle o organizacionoj klimi unutar njihovog tima, kao i o njihovom odnosu sa neposrednim liderom, odnosno menadžerom date ekspoziture.

Tabela 1. OCAI upitnik

1. DOMINANTNE KARAKTERISTIKE		TRENUTNO/ ŽELJENO	
A	Organizacija je veoma lično mesto. To je poput šire porodice, Čini se da ljudi dele mnogo sebe.		
B	Organizacija je veoma dinamično preduzetničko mesto. Ljudi su voljni da rizikuju.		
C	Organizacija je orijentisana na rezultate. Glavna briga je da posao bude obavljen. Ljudi vole da se takmiče i orijentisani su na postignuća.		
D	Organizacija je veoma kontrolisano i strukturirano mesto. Formalne procedure generalno upravljaju ljudima.		
UKUPNO			
2. ORGANIZACIONO LIDERSTVO		TRENUTNO/ ŽELJENO	
A	Smatra se da liderstvo u organizaciji podstiče mentorstvo, ili olakšavanje komunikacije i negovanje odnosa.		
B	Smatra se da liderstvo u organizaciji podstiče preduzetništvo, inovativnost ili preuzimanje rizika.		
C	Smatra se da liderstvo u organizaciji podstiče brz tempo, agresivan stil, i orijentisanost na rezultate.		
D	Smatra se da liderstvo u organizaciji podstiče koordinaciju, organizaciju ili efikasnost nesmetanog rada.		
UKUPNO			
3. MENAĐŽMENT ZAPOSLENIH		TRENUTNO/ ŽELJENO	

A	Stil upravljanja u organizaciji karakteriše timski rad, opštu saglasnost i učešće.		
B	Stil upravljanja u organizaciji karakteriše individualno preuzimanje rizika, inovativnost, slobodu i jedinstvenost.		
C	Stil upravljanja u organizaciji karakterišu jaka konkurencija, visoki zahtevi i postignuća.		
D	Stil upravljanja u organizaciji karakterišu sigurnost zaposlenja, saglasnost, predvidivost i stabilnost u odnosima.		
UKUPNO			
4. KOMPAKNOST ORGANIZACIJE		TRENUTNO/ ŽELJENO	
A	Ono što čini organizaciju kompaktnom je lojalnost i uzajamno poverenje. Posećenost ovoj organizaciji je velika.		
B	Ono što čini organizaciju kompaktnom je posvećenost inovaciji i razvoju. Naglasak je na tome da se nalazite na samom vrhu.		
C	Ono što čini organizaciju kompaktnom je naglasak na dostignuća i postizanje ciljeva. Agresivnost i pobeđivanje su česte teme.		
D	Ono što organizaciju čini kompaktnom su formalna pravila i politika. Održavanje organizacije koja neometano funkcioniše je veoma važno.		
UKUPNO			
5. STRATEŠKA ISTICANJA		TRENUTNO/ ŽELJENO	
A	Organizacija ističe ljudski razvoj. Visoko poverenje, otvorenost i upornost, kao i učešće u obukama.		
B	Organizacija ističe sticanje novih resursa i stvaranje novih izazova. Probanje novih stvari i istraživanje novih mogućnosti se ceni.		
C	Organizacija ističe takmičarske akcije i postignuća. Postizanje visokog nivoa i pobjeda na tržištu su dominantni.		
D	Organizacija ističe stalnost i stabilnost. Efikasnost, kontrola i glatko poslovanje su važni.		
UKUPNO			
6. KRITERIJUMI USPEHA		TRENUTNO/ ŽELJENO	
A	Organizacija definiše uspeh na osnovu razvoja ljudskih resursa, timskog rada, posvećenosti zaposlenih, kao i brige za ljude i njihove lične i druge potrebe.		
B	Organizacija definiše uspeh na osnovu posedovanja najunikatnijih i najnovijih proizvoda. Ona je proizvodni lider i inovator.		
C	Organizacija definiše uspeh na osnovu pobjeda na tržištu i nadmašivanja konkurencije. Konkurentno		

	tržište je ključ liderstva.		
D	Organizacija definiše uspeh na osnovu efikasnosti. Pouzdano poslovanje, glatko funkcionisanje i jeftina proizvodnja su kritični.		
	UKUPNO		

Izvor: (Cameron & Quinn, 2006, preuzeto sa sajta OCAIonline.com)

Rezultati i diskusija

Kako je precizirano u metodologiji, OCAI test je alat koji analizira šest ključnih aspekata organizacione kulture. Pet zaposlenih u jednoj ekspozituri banke pristalo je da učestvuje u istraživanju i pomoglo nam da analiziramo organizacionu kulturu u jednom uređenom bankarskom sistemu. Analizom rezultata OCAI testa dobijamo uvid u njihovo viđenje organizacione klime unutar tima, kao i njihov odnos sa neposrednim liderom i menadžerom odeljenja.

Proces testiranja sprovodio se dva puta, u skladu sa definisanom procedurom. Prvo su učesnici ocenjivali trenutnu situaciju, a potom željeno stanje. Prvi krug evaluacije obuhvatao je ocenu šest aspekata trenutne kulture, dok se u drugom krugu ocenjivalo istih šest faktora kako bi se utvrdila željena kultura.

Svaki aspekt kulture imao je četiri alternative, a učesnici su imali na raspolaganju 100 bodova za raspodelu. Ti bodovi su distribuirani na četiri izjave unutar svakog od šest aspekata. Anketa je obrađena uz pomoć internet stranice OCAI Online, čiji softver pomaže ispitanicima da pravilno raspodele 100 bodova. Ispitanicima je savetovano da slede svoj instikt i da popunjavaju bodove na osnovu prvog impulsa, jer je on obično i tačan.

Odgovori svih ipitanika su obrađeni uz pomoć programa Microsoft Excel, gde su sabrane sve alternative (A, B, C i D). Potom su date vrednosti podeljene sa brojem ispitanika i tako su dobijene prosečne vrednosti za sve ove alternative. Alternativa A, odnosno odgovori pod A teže prijateljskoj, porodičnoj atmosferi, nalik na klan. Odgovori pod B uglavnom predstavljaju neformalnost u komuniciranju i poslovanju, ili tzv. Ad-hoc-kratiji. Odgovori pod C predstavljaju stanje u kome je sve podređeno tržištu i ispunjavanju zacrtanih ciljeva, nema puno fleksibilnosti i neformalnosti (ispunjavanje ciljeva je prioritet). Odgovori pod D uglavnom sugerišu organizovanost i

hijerarhiju. Ispod se nalazi tabela sa prosečnim vrednostima dodeljivanja bodova od strane ispitanika.

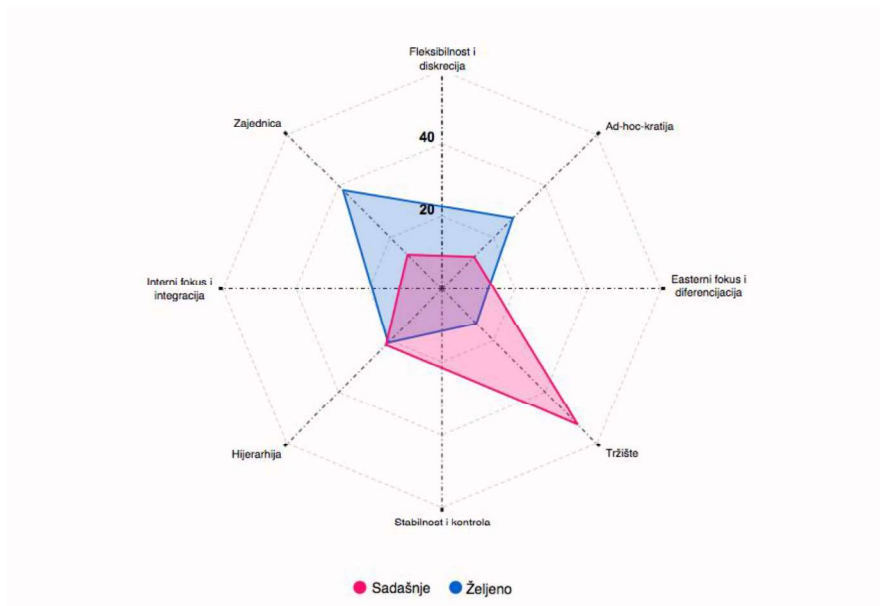
Tabela 2. Rezultat ocenjivanja organizacione kulture (klime) u jednoj ekspozituri banke

	Trenutno	Željeno
Zajednica	13,33	38,33
Ad-hoc-kratija	12,50	27,5
Tržište	52,50	13,33
Hijerarhija	21,67	20,83

Izvor: Proračuni autora na osnovu dostavljenih podataka

Kada ove podatke prenesemo na dijagram, možemo uočiti svu snagu OCAI alata. Podaci iz tabele ne prikazuju jasnu sliku kao dijagram da organizaciona klima unutar ove poslovne jedinice je dijametralno suprotna onoj kakvu bi zaposleni u istoj želeli da imaju.

Slika 2. Dijagram ocenjivanja organizacione kulture (klime) u jednoj ekspozituri banke



Izvor: Dijagram generisan unošenjem podataka na sajt OCAIonline.com

Dobijeni rezultati putem OCAI upitnika pružili su duboko i nijansirano razumevanje kulturnog pejzaža filijale, ističući ključne karakteristike koje trenutno oblikuju organizacionu dinamiku. Uočen je značajan uticaj kultura Tržište i Hijerarhija što jasno pokazuje snažan naglasak na strogo strukturirane procese (jasne procedure u poslovanju). OCAI test predstavlja značajan alat za istraživanje organizacione kulture, a analizom dijagrama uočavamo da zaposleni u ekspozituri smatraju da je njihova organizaciona kultura usmerena na poslovne rezultate, gde se poštovanje hijerarhije, stabilnost i kontrola smatraju ključnim elementima.

Međutim, zanimljivo je primetiti razliku između trenutne kulture i željene kulture, kako je reflektovano u rezultatima OCAI testa. Zaposleni izražavaju želju da rade u sredini koja je više nalik "klanu", gde je naglasak na fleksibilnosti, neformalnoj komunikaciji i ad-hoc sistemima poslovanja. Ovaj pomak ukazuje na evoluciju želja zaposlenih ka stvaranju radnog okruženja koje podržava saradnju, fleksibilnost i inovacije. To implicira da postoji izražena težnja ka uspostavljanju atmosfere gde timski duh i kreativnost, zajedništvo, saradnja i otvorenost u organizaciji dobijaju na važnosti u odnosu na čvrstu strukturu i hijerarhijsku kontrolu.

OCAI test bi trebalo sprovesti šire u okviru cele organizacije, obuhvatajući sve zaposlene, kako bi se dobila potpunija slika o različitim kulturama prisutnim u različitim timovima ili odeljenjima. Proučavanje varijacija među timovima i odeljenjima, kao i identifikacija zajedničkih karakteristika, pruža dublje razumevanje organizacione dinamike.

Na osnovu dobijenih rezultata, menadžeri HR i lideri kompanije mogu razviti personalizovane strategije i korektivne mere kako bi unapredili komunikaciju i organizacionu kulturu. Ovo uključuje prilagođavanja u liderstvu, usmeravanje obuka i razvojnih programa, kao i implementaciju praksi koje podržavaju željenu kulturu unutar organizacije. Samo kroz sveobuhvatno sagledavanje rezultata OCAI testa mogu se oblikovati precizne strategije usmerene ka jačanju organizacione kulture u pravcu koji odražava vrednosti i ciljeve zaposlenih.

Zaključak

Merenje organizacione kulture putem alata kao što je OCAI testiranje predstavlja ključni korak ka razumevanju dinamike unutar organizacije i postizanju dugoročnog uspeha. Postoje dva ključna pitanja koja treba uzeti u obzir: Zašto je potrebno meriti organizacionu kulturu i kako OCAI test može pomoći top menadžmentu u internom uređenju kompanije?

Prvo, potreba za merenjem organizacione kulture proizilazi iz činjenice da ona direktno utiče na performanse, zadovoljstvo zaposlenih i ukupnu uspešnost organizacije. Razumevanje trenutne kulture omogućava identifikaciju ključnih vrednosti, normi i obrazaca ponašanja koji formiraju temelj organizacionog identiteta. Ovo znanje omogućava donošenje informisanih odluka, usmeravanje strategija i prilagođavanje pristupa kako bi se ostvarili poslovni ciljevi. Takođe, merenje organizacione kulture postaje ključno u procesima promena, omogućavajući organizacijama da precizno identifikuju oblasti koje zahtevaju intervenciju i strategije koje podržavaju transformaciju ka poželjnom kulturnom okviru.

Drugo, OCAI test predstavlja moćan alat za top menadžment u internom uređenju kompanije. Kroz analizu rezultata ovog testa, menadžeri dobijaju jasnu sliku o dominantnim kulturnim tipovima u organizaciji, čime se otvara prostor za kritičko razmatranje trenutnog stanja. OCAI test omogućava top menadžmentu da prepozna ne samo trenutne kulturne obrasce, već i željene ciljeve koji se usklađuju sa stratezijskim planovima. Nudi kvantitativne podatke o percepcijama zaposlenih, olakšavajući identifikaciju oblasti koje zahtevaju fokus i unapređenje.

Istraživanje organizacione kulture kroz prizmu OCAI modela u kontekstu ekspoziture banke pruža dragocene uvide kako za akademsku zajednicu, tako i za praktičare u industriji. Organizaciona kultura, iako nematerijalna, ima dubok uticaj na funkcionisanje, performanse i prilagodljivost organizacije. Rezultati istraživanja naglašavaju važnost redovnog procenjivanja i podešavanja organizacione kulture kako bi se osigurala usklađenost sa stratezijskim ciljevima i spoljnim izazovima.

Za filijalu banke, kulturni uvidi pružaju kako prilike, tako i izazove. Dok se trenutna kultura dobro uklapa sa operativnim potrebama filijale, postepeni prelaz na drugu organizacionu kulturu može dovesti do kompletnog unapređenja i transformacije organizacije. Prihvatanje kulture koja je više kolaborativna i inovativna može unaprediti ne samo zadovoljstvo zaposlenih, već i pozicionirati filijalu da bolje služi svojim klijentima u neprestano evoluirajućem bankarskom okruženju.

U širem kontekstu, ovo istraživanje ističe značaj prepoznavanja i negovanja organizacione kulture kao strateškog resursa. Dok se kompanije suočavaju sa kompleksnostima 21. veka, dobro usklađena, prilagodljiva i dinamična kultura može biti njihov kompas, vodeći ih ka održivom uspehu.

Redovno sprovođenjeOCAI testova pruža kontinuiranu analizu i praćenje kulturnih promena tokom vremena. Menadžeri mogu identifikovati dinamiku evolucije kulture, prepoznati izazove i prilagođavati strategije u skladu s promenama u organizaciji.OCAI test postaje osnov za razvoj inovativnih inicijativa koje podržavaju kulturnu transformaciju, poboljšavaju timsku efikasnost i održavaju zadovoljstvo zaposlenih. U krajnjem zaključku,OCAI test predstavlja dragocen resurs koji omogućava organizacijama da dublje razumeju svoju kulturu, usklađuju je sa poslovnim ciljevima i aktivno oblikuju put ka održivom uspehu.

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ORGANIZATIONAL CULTURE - THE PATH TO A SUCCESSFUL CORPORATION

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Abstract

The essence of every successful business organization is reflected in a good organizational culture, particularly for organizations that operate through a network of branches and subsidiaries. The modern business environment is characterized by dynamism and uncertainty, making organizational culture one of the ways to develop and strengthen the uniqueness of successful operations. Through norms, customs, and an ingrained value system, an organization shapes the thinking and collaboration of its employees. This paper presents an analysis of the organizational culture of a bank branch, utilizing the Organizational Culture Assessment Instrument (OCAI) model for this purpose. Its mission is to provide an overview of the existing and preferred type of organizational culture. The goal is to identify and analyze the characteristics of the organizational culture within the bank's branch using the OCAI model and highlight elements that require further consideration or potential corrective measures.

Keywords: *organizational culture, Organizational Culture Assessment Instrument (OCAI), bank*

JEL: *A13, D53, D70*

Introduction

Organizational culture, a concept that has attracted increasing attention over the past few decades and has a deep-rooted influence on every sphere of the organization. While earlier it was considered a secondary or marginal element, today organizational culture is at the very center of organizational strategy and success. It represents a driving force that affects various aspects, including

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employee engagement, productivity, the organization's ability to adapt to change and its resilience.

Creating, establishing and nurturing organizational culture is a unique procedure, because it is specific for each organization and of special importance for each of them. The importance of organizational culture is reflected in its influence, which through the system of values, has an impact on the efficiency and effectiveness of the organization itself. Organizational culture is most often described as a system of assumptions, beliefs, values and norms of behavior developed by employees within the organization (Stefanović et al, 2000). Defined in this way, organizational culture can be presented as a specific character of the organization or a basic element of the socialization of each new employee. Based on the values promoted by a certain organizational culture, rules of behavior within the collective are formed, such as acceptable ways of making decisions, forms of unacceptable behavior, dressing, mutual relationship, etc.

In the modern business environment, organizations face a variety of challenges. These challenges include technological change, changing market dynamics, evolving workforce expectations and societal demands. In this complex context, organizational culture can be the backbone of the organization, providing stability, direction and a sense of purpose. On the other hand, if it is not aligned with the needs of the organization, it can become an obstacle to change, innovation and growth. Understanding and managing organizational culture is becoming increasingly important, as it can significantly affect the success of the organization, attracting and retaining talent, as well as its reputation in the market. Leaders and managers should be aware of organizational culture and actively work on shaping it in order to achieve organizational goals and support employee development.

Organizational culture is not just a word on paper, it is a dynamic force that is shaped through everyday business activities. Through organizational culture, companies adopt their unique identity, reflecting their goals, values and mission. Organizational culture is often expressed through the basic values that the organization promotes, as well as its attitude towards quality, innovation and social responsibility. Organizational culture shapes the very

identity of organizations, as it helps members identify with it and understand their role in achieving organizational goals. Organizational culture defines acceptable and unacceptable patterns of behavior within the organization (communication in the organization and resolving conflicts with colleagues and superiors).

In the focus of organizational culture, it is important to recognize the work motivation of employees as "one of the most important prerequisites for work efficiency and achieving goals, both for individuals and for the entire organization" (Boljnović, 2011). Since employees represent the most valuable resource of any business organization, their work motivation is one of the most important aspects that the organizational culture should promote and support. Bearing in mind that human resources are not just a simple sum of the number of employees, but "total human potential: available knowledge and experience, useful abilities and skills, possible ideas and creativity, degree of motivation and interest in achieving organizational goals" (Kulić, 2005).

When it comes to measuring work culture, one may get the impression that it is unattainable and that it is impossible to assess it adequately. Some experts even claim that culture cannot be measured and are of the opinion that everything that makes up organizational culture (its values, beliefs and assumptions) cannot or should not be measured quantitatively. Also, many treat culture as a barometer of behavior. Culture as an idea cannot be easily quantified, but a good organizational culture creates a set of behaviors that can be monitored. The results of a healthy and productive company can be linked to culture. Numerous studies indicate various parameters that can be measured in a comprehensive analysis of organizational culture (O'Donnell, Boyle, 2003). Given parameters can be comprehensively measured, although the culture itself is not measurable, and based on these common attributes, the success or failure of the business of a given company can be determined.

It is important to establish a system of monitoring employees' perception of the current organizational culture in relation to the desired culture. With this in mind, Robert Quinn and Kim Cameron (2006) from the University of Michigan developed the Organizational Culture Assessment Instrument (OCAI). This tool provides insight into cultural strengths, showing the type of

organizational culture, so that the management of a given company can take possible corrective measures based on the information obtained. In this sense, OCAI can be effectively used to improve or change organizational values to align with business strategy.

Methodological framework of the research

Organizational Culture Assessment Instrument (OCAI)

In order to identify the type of organizational culture and values that additionally shape the attitudes, expectations and activities of the organization's members, Cameron and Quinn created a questionnaire for the assessment of organizational culture (OCAI - Organizational Culture Assessment Instrument). It was developed from a theoretical framework known as the Competing Values Framework (CVF). Essentially, they created a tool by which it is possible to assess the dominant orientation of a business organization by looking at its cultural strengths and the type of organizational culture. Thanks to the OCAI test, it is possible to evaluate the organizational culture, but also the climate at the level of work teams, departments or individual sectors of the organization. Based on the information obtained, further corrective actions are possible in order to improve or change organizational values at the level of a specific organizational unit, and even the entire organization, in accordance with the business strategy.

In order to gain insight into the main characteristics of the organization that may have to adapt to new circumstances, that is, to identify the type of organizational culture and values that shape the attitudes, expectations and activities of the members of the observed organization, Cameron and Quinn developed a questionnaire for assessing organizational culture in connection with six dimensions of content, i.e. aspects of organizational culture (Suderman, 2012): 1. dominant characteristics; 2. general leadership style in the organization; 3. employee management; 4. compactness of the organization; 5. strategic goals; 6. success criteria.

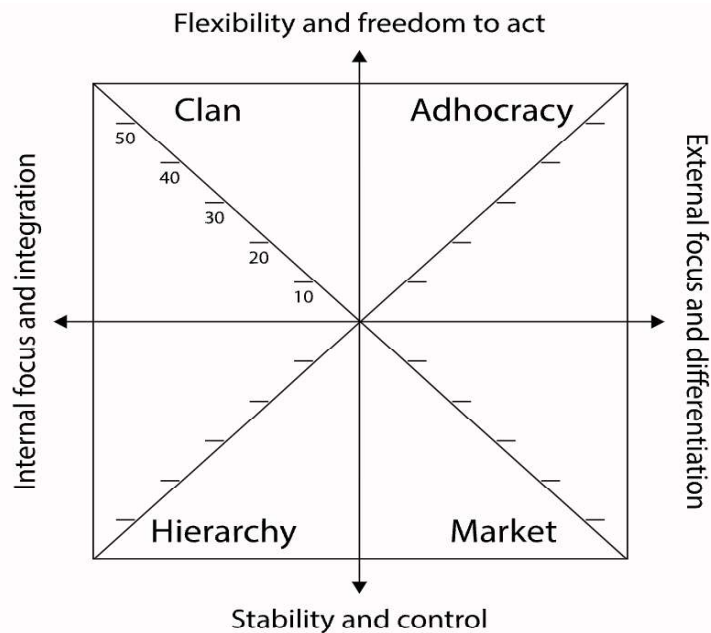
Each of these six aspects provides the respondent with four answer options (A, B, C, D), within which the respondent distributes a total of 100 points. It is important to note that there is no right or wrong answer in the OCAI test, as

each organization describes a different, unique response system. As each question has four answers, within which 100 points should be distributed, the respondent assigns the highest number of points to the answer that most accurately describes the situation in his organization, and then in descending order to other answers that less reflect the situation in the organization. The

OCAI test consists of two questionnaires, each with six questions. The first part is a questionnaire that provides a picture of the current situation within the organization, i.e. the culture as it is today, and is called "Current". Then, the respondent gives answers to the same questions as in the previous questionnaire, but which describe the desired situation, that is, how the respondents would like the organization to look like in five years, and this questionnaire is called "Desired" (Suderman, 2012). The OCAI test score is simple, as it is based on simple arithmetic calculations. The first step includes the sum of all answers (points) carried by the offered answer A in the "Current" questionnaire, and then the obtained value is divided by six to obtain the average value of the result. The results for answers B, C and D are calculated in the same way, and then the rating of the questionnaire "Desired" is approached in the same way. By comparing the obtained results, it can be clearly determined whether the current situation in the organization is close to the desired state or whether two extremes were obtained as answers, which indicates the need to introduce corrective measures.

Further operations with the received answers are based on the use of the Competing Values Framework theoretical model. This theory suggests that within every organization there are two orthogonal dimensions that play a key role in creating culture - one is flexibility versus stability (ie control), while the other is the organization's internal focus versus external focus (Cameron, Quinn, 1999). These dimensions lie in the fact that organizational culture should ensure the simultaneous realization of these conflicting demands: for stability and change, as well as for external and internal focus. Thus, cultures differ in terms of where these two dimensions lie, with cultures rarely located at their extremes. Given that there are two dimensions with two extremes, it is possible to distinguish 4 types of culture that correspond to the answers offered in the OCAI questionnaire (Janjićijević, 2011).

Figure 1. Competitive values framework



Izvor: (Cameron, Quinn, 2006)

Clan culture (A): This culture is internally oriented towards maintaining harmonious relationships in the team, it implies flexibility and putting employees in the organization in focus, because their development and commitment lead to competitive advantage and market success. For this reason, this culture emphasizes the importance of harmony and good interpersonal relationships, fosters a friendly working environment, promotes mutual respect, fosters a healthy internal environment and well-being both on a personal and collective level.

Culture of adhocracy (B): Culture of adhocracy is directed outwards, ie. according to market position, but also according to flexibility. This culture is based on the idea that the key to success lies in change and innovation in a dynamic and creative work environment. Employees in organizations that foster this culture are willing to take risks, while leaders are expected to be innovators, so it can be concluded that this type of culture generally promotes individual initiative and freedom.

Market culture (C): This culture is also directed outwards - ie. according to the organization's market positioning, but the focus is on stability and control.

Market culture is based on the assumption that only fierce competition from the outside and orientation towards the consumer from the inside lead to success. In essence, this is a culture where competition and profit are highly valued, so it is based on results that emphasize getting the job done and getting things done, and management is focused on defined goals. The emphasis is on winning and that keeps the organization together. Reputation and success are essential.

Hierarchy culture (D): Hierarchy culture is oriented towards both stability and inwardness. This culture is based on control, efficiency, logical leadership, objectivity and rationality. Efficiency and productivity are fundamental elements of this culture, and procedures determine what people do. Keeping the organization running smoothly is essential. Formal rules and policies hold the organization together. The long-term goals are stability and results, with efficient and smooth execution of tasks.

Through the OCAI test, we can easily show the dominant current culture in the organization, the differences between the current and preferred culture, the strength of the current culture, as well as the "pain" that the workers are currently facing and the possible "gain" that they can achieve if certain changes are made. If organizations were aware of the importance of organizational culture and the benefits of implementing the OCAI test, it would be easy to diagnose and change organizational culture. The main advantages of applying the OCAI test are: six aspects that are extremely important for the organization are measured, the current state of the organizational culture is seen and the current and preferred culture are clearly compared, the possibility of adding qualitative details, as well as the possibility of independent application of already defined tests.

OCAI research in a bank branch

The organizational culture monitoring instrument is a valid tool for evaluating organizational culture and one of the most commonly used metrics for evaluating and evaluating organizational culture (a model used in over 10,000 companies). According to this model, there are no right or wrong answers, so each company or branch will produce different sets of answers.

Applying this model, employees are asked to rate their organization by answering questions, which indirectly assess the organizational culture and climate at the level of a department or organizational unit with defined boundaries. The OCAI test is mostly related to the branch or organizational unit, as it is most helpful in determining how to change the culture. The employee answers six questions, where each question has four alternatives and the goal is to divide 100 points between these alternatives. The first group of questions defines the current state, and the second group of questions defines the desired state. The desired state generally refers to the desired appearance of the organization in five years.

The methodology of the current research focuses on the application of the OCAI test in the assessment of the organizational culture of one of the branches of Banca Intesa. We consciously chose to focus on one specific branch in order to capture the subtle nuances of cultural dynamics at the operational level, given the potential for significant differences to the broader organizational culture.

The OCAI test was conducted in one branch of the bank, where 15 employees agreed to take the test. The employees of this business unit presented their answers to the organizational climate within their team, as well as their relationships with their immediate leader and branch manager. Our research methodology included a number of steps. First, we organized an orientation session for branch employees, providing them with an introduction to OCAI, its purpose and importance in the context of the organizational culture. Afterwards, participants were provided with OCAI questionnaires, provided in both printed and digital formats, to accommodate their preferences and facilitate participation. Data collection spanned a two-week period, after which responses were aggregated and analyzed using various statistical tools. The goal of the analysis was to identify dominant cultural archetypes, potential discrepancies between current and desired culture, as well as to identify areas of cultural strength and potential improvements. Special attention is paid to looking at how employees perceive the organizational culture, as well as noticing the specific elements that make that culture unique within the branch. This detailed analysis was supposed to give us a precise insight into the key

aspects that affect the working atmosphere, mutual relations and efficiency of the teams within this bank.

Based on the results, we intend to identify potential areas where there is harmony between the current and desired culture, but also areas where corrective measures are needed. This approach allows us not only to diagnose the current state of organizational culture, but also to propose concrete steps towards its improvement. Scoring the OCAI questionnaire requires simple arithmetic calculations. The first step is to add up all the answers under A in the "Current" column, and then divide by six. That is, the average score for A alternatives in the "Current" column is calculated. The same is done for the answers, B, C and D.

The process is then repeated to calculate the result of the desired state (Cameron, Quinn, 2006). The results of the OCAI test will be found in the next chapter of this paper, where the answers of employees in one branch of the bank are analyzed. In accordance with the result, we can see what the employees of that business unit think about the organizational climate within their team, as well as about their relationship with the immediate leader, that is, the manager of the given branch.

Tabela 1. OCAI upitnik

1. DOMINANT CHARACTERISTICS		CURRENTLY/ DESIRED	
A	Organization is a very personal place. It's like an extended family. People seem to share a lot of themselves.		
B	The organization is a very dynamic entrepreneurial place. People are willing to take risks.		
C	The organization is results-oriented. The main concern is getting the job done. People like to compete and are achievement oriented.		
D	The organization is a very controlled and structured place. Formal procedures generally manage people.		
IN TOTAL			
2. ORGANIZATIONAL LEADERSHIP		CURRENTLY/ DESIRED	
A	Leadership in an organization is thought to encourage mentoring, or facilitating communication and nurturing relationships.		
B	It is believed that leadership in the organization encourages entrepreneurship, innovation or risk taking.		

C	Organizational leadership is thought to encourage fast-paced, aggressive style, and orientation to results.		
D	It is believed that leadership in an organization encourages coordination, organization or efficiency of smooth operation.		
IN TOTAL			
3. EMPLOYEE MANAGEMENT		CURRENTLY/ DESIRED	
A	The management style in the organization is characterized by teamwork, general agreement and participation.		
B	The management style in the organization is characterized by individual risk-taking, innovation, freedom and uniqueness.		
C	The management style in the organization is characterized by strong competition, high demands and achievements.		
D	The management style in the organization is characterized by job security, agreement, predictability and stability in relationships.		
IN TOTAL			
4. KOMPAKNOST ORGANIZACIJE		CURRENTLY/ DESIRED	
A	What makes an organization compact is loyalty and mutual trust. Attendance at this organization is high.		
B	What makes the organization compact is the commitment to innovation and development. The emphasis is on being at the very top.		
C	What makes an organization compact is the emphasis on achievement and goal achievement. Aggressiveness and winning are frequent themes.		
D	What makes an organization compact are formal rules and politics. Maintaining an organization that functions smoothly is very important.		
IN TOTAL			
5. STRATEGIC HIGHLIGHTS		CURRENTLY/ DESIRED	
A	The organization emphasizes human development. High trust, openness and persistence, as well as participation in trainings.		
B	The organization emphasizes the acquisition of new resources and the creation of new challenges. Trying new things and exploring new possibilities is appreciated.		
C	The organization highlights competitive actions and achievements. Achieving a high level and winning the market are dominant.		
D	The organization emphasizes constancy and stability. Efficiency, control and smooth operations are important.		
IN TOTAL			

6. SUCCESS CRITERIA		CURRENTLY/ DESIRED	
A	The organization defines success based on the development of human resources, teamwork, commitment of employees, as well as care for people and their personal and other needs..		
B	The organization defines success based on having the most unique and newest products. She is a product leader and innovator.		
wqC	The organization defines success based on winning the market and surpassing the competition. A competitive market is the key to leadership.		
D	The organization defines success based on efficiency. Reliable operations, smooth operation and low-cost production are critical.		
IN TOTAL			

Izvor: (Cameron & Quinn, 2006, preuzeto sa sajta OCAIonline.com)

Results and discussion

As specified in the methodology, the OCAI test is a tool that analyzes six key aspects of organizational culture. Five employees in one branch of the bank agreed to participate in the research and helped us to analyze the organizational culture in an organized banking system. By analyzing the results of the OCAI test, we gain insight into their perception of the organizational climate within the team, as well as their relationship with the immediate leader and department manager.

The testing process was carried out twice, in accordance with the defined procedure. First, the participants evaluated the current situation, and then the desired state. The first round of evaluation included the evaluation of six aspects of the current culture, while the second round evaluated the same six factors in order to determine the desired culture.

Each aspect of culture had four alternatives, and the participants had 100 points available to distribute. Those points are distributed across four statements within each of the six aspects. The survey was processed with the help of the OCAI Online website, whose software helps respondents to correctly distribute 100 points. Respondents were advised to follow their instincts and fill in points based on their first impulse, as it is usually correct.

The responses of all respondents were processed with the help of the Microsoft Excel program, where all alternatives (A, B, C and D) were collected. Then the given values were divided by the number of respondents and thus the average values for all these alternatives were obtained. Alternative A, i.e. the answers under A tend towards a friendly, family atmosphere, similar to a clan. Answers under B mainly represent informality in communication and business, or the so-called. Ad-hoc-cracies. Answers under C represent a state in which everything is subordinated to the market and the fulfillment of set goals, there is not much flexibility and informality (fulfillment of goals is a priority). Answers under D generally suggest organization and hierarchy. Below is a table with the average values of points assigned by the respondents.

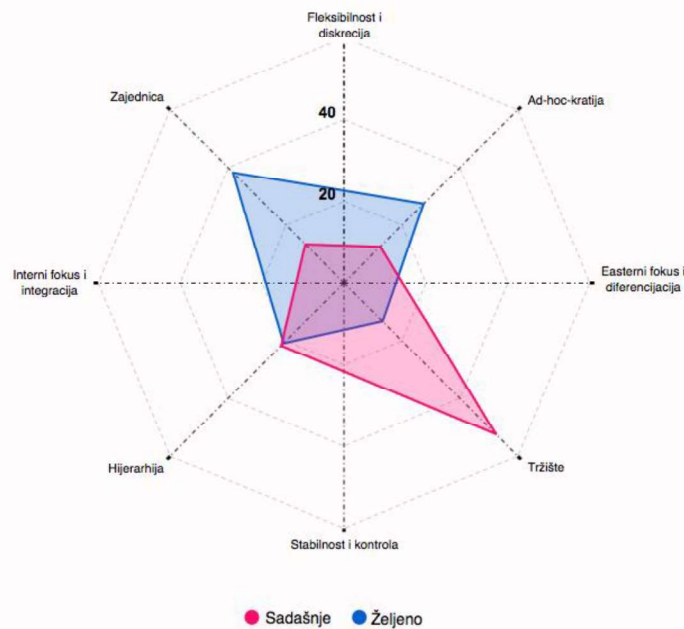
Table 2. The result of evaluating the organizational culture (climate) in one branch of the bank

	Right now	Desired
Community	13,33	38,33
Ad-hoc-kratija	12,50	27,5
Market	52,50	13,33
Hierarchy	21,67	20,83

Source: Author's calculations based on provided data

When we transfer this data to a diagram, we can see all the power of the OCAI tool. The data from the table do not show a clear picture as a diagram that the organizational climate within this business unit is diametrically opposed to what the employees in the same would like to have.

Figure 2. Diagram of evaluation of organizational culture (climate) in one branch of the bank



The results obtained through the OCAI questionnaire provided a deep and nuanced understanding of the branch's cultural landscape, highlighting key characteristics that currently shape organizational dynamics. A significant influence of Market and Hierarchy cultures was observed, which clearly shows a strong emphasis on strictly structured processes (clear procedures in business). The OCAI test is an important tool for researching organizational culture, and by analyzing the diagram, we can see that branch employees believe that their organizational culture is focused on business results, where respect for hierarchy, stability and control are considered key elements.

However, it is interesting to note the difference between the current culture and the desired culture, as reflected in the results of the OCAI test. Employees express a desire to work in an environment that is more like a "clan", where the emphasis is on flexibility, informal communication and ad-hoc business systems. This shift points to the evolution of employee desires towards creating a work environment that supports collaboration, flexibility and innovation. This implies that there is a pronounced desire to establish an atmosphere where team spirit and creativity, togetherness, cooperation and

openness in the organization gain importance in relation to a firm structure and hierarchical control.

The OCAI test should be conducted more widely within the entire organization, including all employees, in order to get a more complete picture of the different cultures present in different teams or departments. Studying variation across teams and departments, as well as identifying commonalities, provides a deeper understanding of organizational dynamics.

Based on the results obtained, HR managers and company leaders can develop personalized strategies and corrective measures to improve communication and organizational culture. This includes making adjustments in leadership, directing training and development programs, and implementing practices that support the desired culture within the organization. Only through a comprehensive overview of the results of the OCAI test can precise strategies be formed aimed at strengthening the organizational culture in a direction that reflects the values and goals of employees.

Conclusion

Measuring organizational culture through tools such as OCAI testing is a key step towards understanding the dynamics within an organization and achieving long-term success. There are two key questions to consider: Why is it necessary to measure organizational culture and how can the OCAI test help top management in the internal organization of the company?

First, the need to measure organizational culture stems from the fact that it directly affects performance, employee satisfaction and the overall success of the organization. Understanding the current culture enables the identification of key values, norms and patterns of behavior that form the foundation of organizational identity. This knowledge enables making informed decisions, directing strategies and adjusting approaches to achieve business goals. Also, measuring organizational culture becomes crucial in change processes, enabling organizations to accurately identify areas that require intervention and strategies that support transformation towards a desirable cultural framework.

Second, the OCAI test is a powerful tool for top management in the internal organization of the company. Through the analysis of the results of this test, managers get a clear picture of the dominant cultural types in the organization, which opens up space for a critical consideration of the current situation. The OCAI test allows top management to identify not only current cultural patterns, but also desired goals that align with strategic plans. It offers quantitative data on employee perceptions, making it easier to identify areas that require focus and improvement.

Researching organizational culture through the prism of the OCAI model in the context of a bank branch provides valuable insights for both academia and industry practitioners. Organizational culture, although intangible, has a profound impact on the functioning, performance and adaptability of an organization. The research results emphasize the importance of regularly assessing and adjusting organizational culture to ensure alignment with strategic goals and external challenges.

For the bank branch, cultural insights provide both opportunities and challenges. While the current culture fits well with the operational needs of the branch, a gradual transition to another organizational culture can lead to a complete improvement and transformation of the organization. Embracing a culture that is more collaborative and innovative can improve not only employee satisfaction, but also position the branch to better serve its customers in an ever-evolving banking environment.

In a broader context, this research highlights the importance of recognizing and nurturing organizational culture as a strategic resource. As companies face the complexities of the 21st century, a well-aligned, adaptable and dynamic culture can be their compass, guiding them to sustainable success.

Regularly conducting OCAI tests provides continuous analysis and monitoring of cultural changes over time. Managers can identify the dynamics of culture evolution, recognize challenges and adapt strategies in accordance with changes in the organization. The OCAI test becomes the basis for developing innovative initiatives that support cultural transformation, improve team effectiveness and maintain employee satisfaction. Ultimately, the OCAI test is a valuable resource that enables organizations to gain a deeper understanding

of their culture, align it with business goals, and actively shape the path to sustainable success.

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