EXAMINATION OF CONTROL AND COMMUNICATION FLOW PROCESSES IN ORGANIZATIONAL CULTURE

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Abstract: The paper deals with the control and communication flow processes present as part of the organizational culture, which is a popular concept in management science. The objective of the study is to classify the control and communication flow culture of the studied enterprises. We used the questionnaire for the assessment of organizational culture developed by Harrison and Handy in our survey. Following an introduction to relevant literature, the study discusses the outcomes of empirical research.

Keywords: communication, control, organizational culture

1 Introduction

The concept of organizational culture has recently gained a high popularity in the field of management and organizational theory. The reason for this is its connection to the achievements, output, competitiveness, competitive advantage and financial factors characterizing an organization *(Zehir, Ertosun, 2011; Tidor et al., 2012; Denison, Mishra, 1995)*. According to Arnold et al., organizational culture is a set of norms, convictions, principles, beliefs and behavioral patterns that gives a distinctive character to every organization *(Arnold et al., 2005; Tang, Yeh, 2015)*. These elements determine the everyday activities of the group *(Schein, 1996; Bowers et al., 2017)*. In essence, organizational culture is a cohesive force which is made up of visible and nonvisible elements *(Daft, 2008)*. Robbins and Judge define organizational culture as a system of thought shared by the members of an organization which distinguishes that organization from other organizations *(Robbins, Judge 2010)*.

Organizational culture has an indispensable role in the development and expansion of the business *(Duman et al., 2015)*. This, along with other things, implies that the aim of organizational culture is to help the members of the organization identify with the company, to increase its internal and external potential and to develop and maintain a good reputation *(Blažková, 2005)*. The most important key factors are the symbols and values that connect the employees to the company and form the company's reputation *(Alvesson, 2013)*. The following are indispensable components of an effective organizational culture: the mission and aim of the organization, work environment, management and leadership style, organizational development and policy, recruitment and careers, rights and privileges *(Barnes; Tohidi, Jabbari, 2011)*.

2 The results of empirical research

2.1 Methodology

Our research utilized the organizational culture assessment questionnaire constructed by Harrison and Handy. The assessment includes 15 factors and their can each be assigned 4 alternative evaluations. These alternatives need to be evaluated by the employees. The factors of the questionnaire have the answers in the following order of culture typology: Power Culture (Zeus), Role Culture (Apollo), Task Culture (Athena), Person Culture (Dionysus). Our survey was conducted among the enterprises of District Komárno, Slovak Republic, in the year 2018.

Before conducting the survey, we formulated a hypothesis that read: *The control and communication flow processes in the studied enterprises are jointly characterized by power and task orientation.*

2.2 Results

We endeavored to prove our hypothesis by means of our questionnaire survey. We did various statistical calculations during our study in order to achieve this goal. We compiled various tables that allow us to analyze the direction of the information flow as well with regard to the structure of the communication and control process.

Table 1: The values of control and communication flow structure in the studied enterprises

		Power oriented control and communication flow structure	Role oriented control and communication flow structure	Task oriented control and communication flow structure	Person oriented control and communication flow structure
N	Valid	111	111	111	111
	Missing	0	0	0	0
Median		3,0000	3,0000	3,0000	2,0000
Variance		1,549	,945	1,134	1,088
Distance		3,00	3,00	3,00	3,00
Minimum		1,00	1,00	1,00	1,00
Maximum		4,00	4,00	4,00	4,00
Total Score		290,00	307,00	288,00	244,00

Source: own processing

We illustrated the median, variance, minimum and maximum values and aggregate scores of the individual culture types in table 1. The control and information flow is structured to the lowest degree for person orientation. We take this fact to mean that person orientation is not characteristic for control and communication processes.

Table 2: Control and communication flow structure occurrences and percentages of studied enterprises by the culture type

		Occurrences	Percentage	Valid percentage	Aggregate percentage
Power Oriented					
Valid	last place	31	27,9	27,9	27,9
	to a low degree	22	19,8	19,8	47,7
	second place	17	15,3	15,3	63,1
	first place	41	36,9	36,9	100,0
	Total	111	100,0	100,0	
Role Oriented					
Valid	last place	14	12,6	12,6	12,6
	to a low degree	26	23,4	23,4	36,0
	second place	43	38,7	38,7	74,8
	first place	28	25,2	25,2	100,0
	Total	111	100,0	100,0	
Task Oriented					
Valid	last place	23	20,7	20,7	20,7
	to a low degree	25	22,5	22,5	43,2
	second place	37	33,3	33,3	76,6
	first place	26	23,4	23,4	100,0
	Total	111	100,0	100,0	
Person Oriented					
Valid	last place	33	29,7	29,7	29,7
	to a low degree	41	36,9	36,9	66,7
	second place	19	17,1	17,1	83,8
	first place	18	16,2	16,2	100,0
	Total	111	100,0	100,0	

Source: own processing

Table 2 includes numerous pieces of data concerning the control and communication flow structure. The most important statement to make is that the control and communication flow of the enterprises studied in the Komárno District is quite power oriented (first place 36.9%). We can characterize this by saying that the information and instructions flow in a top-down manner. We came to an understanding that instructions can be given by the person higher up in the hierarchy in the studied enterprises, based on this top-down flow. The information flow is likewise characterized by a top-down direction, that is to say it flows

from the top management to the lower levels. Since the culture types by Harrison and Handy can most commonly be observed in the organizations in pairs, along with the power oriented information flow, a role oriented information flow and control is also detectable in the studied Komárno organizations (second place 38.7%). In this case, the hierarchy still plays a large role. Rules and guidelines flow from the leadership to the lower levels and information flows from the lower levels toward the leadership.

All this leads us to conclude that in the micro and small enterprises in the Komárno District, communication flows on some level from both levels towards the other, but rules and guidelines tend to flow from the top management toward the lower levels of the organization and information tends to flow from the lower levels towards the leadership levels. The least characteristic of the district's enterprises is for the people to discuss the rules, guidelines and the assignment of tasks among themselves.

3 Conclusions

In summary, we can conclude that in the case of the micro and small enterprises of the Komárno District, the dominant control culture is *power and role oriented* based on our survey (Table 2 illustrates this in detail).

Thus, our hypothesis has not been verified.

Therefore, the control and communication processes of the enterprises that comprised the sample are characterized by the following:

- control is based on rules, guidelines and by-laws;
- the leaders exhibit democratic behavior;
- the control process can be carried out by a person tasked with this or a person who has deep professional knowledge, which results in the development of the subordinates;
- information flows both top-down and bottom-up, rules and guidelines are communicated from the higher levels while information is propagated upward from lower levels.

The next table illustrates the power orientation and role orientation Phi, Cramer´s V, Gamma, Spearman and Pearson´s values against each other.

Table 3: The values of power orientation and role orientation

		Value	Approximate Significance
Nominal by Nominal	Phi	,731	,000
	Cramer's V	,422	,000
	Contingency Coefficient	,590	,000
Ordinal by Ordinal	Gamma	-,203	,021
	Spearman Correlation	-,196	,039
Interval by Interval	Pearson's R	-,158	,097
N of Valid Cases		111	

Source: own processing

We carried out an additional analysis to establish the reliability of our findings. We opted to make a reliability calculation that involved finding the Cronbach Alpha value. This is a value used to determine the reliability of our questionnaire: whether the results we reached are relevant or not.

We have a *Cronbach Alpha value of .905*. A Cronbach Alpha value of 0.7 or above is considered acceptable. This means that in our case, the value of 0.905 signals a high reliability. We can therefore conclude that our results are reliable and relevant.

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