

ORGANIZATIONAL CULTURE AS A SOURCE OF COMPETITIVE ADVANTAGE – CASE STUDY OF A TELECOMMUNICATION COMPANY IN POLAND

*Maryla Bogdanowicz**

Abstract

Background. Research on organizational culture has received significant attention recently. However, a limited number of studies examine the alignment of organizational culture with the strategic goals of the company and its impact on effectiveness..

Research aims. The aim of this paper is to analyse the impact of organizational culture on the company competitiveness. The article describes a process of planned cultural changes conducted from November 2012 to February 2014, and its results in such areas, as innovation, efficiency, quality, the company identity and external image.

Method. The theoretical framework is supported by a case study of one of the biggest telecommunication companies in Poland. The author's observation is supported by informal interviews and company data analysis (Competing Values Framework, Employees commitment to change survey, Customer satisfaction survey, internal reports, etc.)

Key findings. The case study shows that organizational culture aligned with a strategy is the inner strength of the organization, significantly improving its competitiveness. One of the most important elements in the process of change is the correct diagnosis of the difference between the current and the desired cultural characteristics. In this case, the important cultural gaps covered such areas, as the company structure, procedures and internal and external communication.

Keywords: Competitive advantage, Organizational culture, Competing Values Framework.

INTRODUCTION AND BACKGROUND

Today, competitive pressure is intensified and it is becoming harder not only to achieve market leadership, but also to remain on the market. New products, services, and competitors are emerging with tremendous speed. Therefore, today, more than ever before, it is important to understand the sources of competitive advantage and disadvantage. Some of the scholars (Porter, 1980; Barney, 1995) argue that the company success is determined by the existence of certain well-defined external conditions. These conditions include high barriers to market entry, non-substitutable products, a large market share, suppliers and buyers with low bargaining power, rivalry among competitors, and unique products or services. A substantial amount of research supports the importance of these factors. However, what is remarkable is that the most successful U.S. firms - the top five performers in the last two decades of the twentieth century

* Maryla Bogdanowicz, PhD candidate, Kozminski University, Poland.



(Southwest Airlines, Wal-Mart, Tyson Foods, Circuit City, Plenum Publishing, among others) did not benefit from any of these factors, the so-called prerequisites for success. It seems that external conditions, defined by Porter may no longer be perceived as the exclusive prerequisites for success. Having in mind external conditions, companies should rather explore the power that resides in a valuable organizational culture that supports strategic objectives. In fact, it is difficult to name a single highly successful company, one that is a recognized leader in its field, that does not have a distinctive, identifiable organizational culture. This culture is sometimes created by the founder of the firm (e.g. Disney or Microsoft), sometimes developed by the management team who decide to improve the company's performance in a systematic way (e.g., G.E or McDonalds). But, almost all successful companies have developed something special that supersedes corporate strategy, market presence, or technological advantage. They have found the power that resides in developing and managing a unique organizational culture.

The aim of this paper is to analyze the impact of organizational culture on the company competitiveness. The theoretical framework is supported by a case study of one of the biggest telecommunication companies in Poland. The article describes the process of planned cultural changes conducted from November 2012 to February 2014, and the results of these changes in such areas, as innovation, efficiency, quality and customer responsiveness, as well as the company identity and external image.

According to Porter (1985), a competitive advantage exists when the firm is able to deliver the same benefits as competitors, but at a lower cost (cost advantage), or deliver benefits that exceed those of competing products (differentiation advantage). Porter's theory is questioned by some academics, (Kim & Mauborgne, 1991) especially for lack of flexibility and its limitations. Stevenson (2009) defines competitive advantage as a firm's effectiveness in using organizational resources to satisfy customers demands when compared to competitors. Barney (2008) distinguishes between two types of competitive advantage: temporary and sustainable. Competitive advantage typically results in high profits, but these profits attract competition, and competition limits the duration of competitive advantage in most cases, thus most competitive advantages are temporary. Some competitive advantages are sustainable if competitors are unable to imitate the source of advantage (Barney, 2008). Therefore, in order to develop a sustainable competitive advantage, a company must have superior resources and capabilities. There are four attributes of sustainable competitive advantage (Barney, 1991; Collis & Montgomery, 1995; Conner & Prahalad, 1996): valuable resources, rare resources, non-imitable resources, and non-substitutability of resources. If the company does not have superior resources and capabilities, the competitors can



easily replicate what the company has been doing and any advantage would quickly disappear. Resources and capabilities form distinctive competencies, that enable innovation, efficiency, quality and customer responsiveness, all of which can be leveraged to create cost advantage or differentiation advantage. Competencies that reside in the culture of the firm help sustain competitive advantage, therefore, the phenomenon of firm's culture and its social complexity plays an important role in defining competitive advantage and the survival of many firms (King & Zeithaml, 2001). Organizational culture should be regarded as a set of meanings, created within the organization, but influenced by broader social and historical processes. Organizational members use these meanings – norms, roles, plans, ideals and ideas – to make sense of the flow of actions and events they experience (Robbins & Judge, 2007). Culture represents “how things are around here,” (Martin, 2002, p. 3) or the prevailing ideology that people carry inside their heads. Culture affects the way organization members think, feel, and behave. Gerry Johnson (1988) defines organizational culture as a web consisted of 6 components: soft (Symbols, Stories and Myths, Rituals and Routines), and hard (Control Systems, Power Relationships and Organizational Structures). Johnson underlines that the soft components are the “glue” that holds the hard components together and decides the uniqueness of the culture. The web tries to make sense of the myriad of internal structures and processes that arise from, and continuously reinforce an organization's view of itself. The web influences individual members self-perception, as well as their internal organization and external environment. The constituent parts of this web are unique to each organization.

Types of organizational cultures

Cameron & Quinn (1999) distinguished 4 types of organizational culture: clan, adhocracy, market and hierarchy. The clan culture is characterized by a friendly place to work where people share a lot of themselves. It is like an extended family with best friends at work. Leaders are thought of as mentors, coaches, and, perhaps, even as parent figures. The organization is held together by loyalty, tradition, and collaboration. The commitment is high. The organization emphasizes the long-term benefits of individual development with high cohesion and morale being important. Success is defined in terms of internal climate and concern for people. The organization places a premium on teamwork, participation, and consensus. The adhocracy culture is characterized as a dynamic, entrepreneurial, and creative workplace. Effective leadership is visionary, innovative, and risk-oriented. The glue that holds the organization together is a commitment to experimentation and innovation. The emphasis is on being at the leading edge of new knowledge, products, and/or services. Readiness for change



and meeting new challenges are important. The organization's long term emphasis is on rapid growth and acquiring new resources. Success means producing unique and original products and services. A market culture is a results-oriented workplace. Leaders are hard driving producers, directors, and competitors. They are tough and demanding. The glue that holds the organization together is an emphasis on winning. The long-term concern is on competitive actions and achieving stretch goals and targets. Success is defined in terms of market share and penetration. Outpacing the competition, escalating share price, and market leadership dominate the success criteria. The hierarchy culture is characterized as a formalized and structured place to work. Procedures and well-defined processes govern what people do. Effective leaders are good coordinators, organizers, and efficiency experts. Maintaining a smooth-running organization is important. The long-term concerns of the organization are stability, predictability, and efficiency. Formal rules and policies hold the organization together.

Measuring Organizational Culture using Competing Values Framework

This framework was developed in the early 1980s as a result of studies of organizational effectiveness (Quinn & Rohrbaugh, 1981), followed by studies of culture, leadership, structure, and information processing (Cameron, 1986; Cameron & Quinn, 1999). The framework consists of two dimensions. The first dimension differentiates a focus on flexibility, discretion, and dynamism from a focus on stability, order, and control. The second dimension differentiates a focus on internal orientation, integration, and unity from a focus on external orientation, differentiation, and rivalry. The organization's cultural overall profile and dominant characteristics can be identified through Organizational Cultural Assessment Instrument (OCAI), where each type of culture is defined by six key dimensions (Table 1).

Cameron and Quinn (1999) gathered a great deal of evidence that individuals can accurately describe the cultures of their organizations according to the Competing Values Framework. In the OCAI, organization members are provided with a set of scenarios that describe certain fundamental cultural aspects of organizations. Individuals rate their own organization's similarity to those scenarios by dividing 100 points among four different scenarios, each descriptive of a quadrant in the competing values framework through six key dimensions described in Table 1. In combination these content dimensions reflect fundamental cultural values and implicit assumptions about the way the organization functions. The list of dimensions has proven to provide an adequate picture of the type of culture that exists in an organization (Cameron & Quinn, 1999). Moreover,



the resulting culture profiles are predictive of multiple performance factors such as organizational effectiveness (Cameron & Freeman, 1991), and quality of life in organizations (Quinn & Spreitzer, 1991). Cultural imbalance, specifically an overemphasis on hierarchical quadrant, tends to be associated with lower life quality. Hartnell, Ou & Kinicki (2011) applied Competing values framework to study the relationship between 3 culture types and 3 major indices of organizational effectiveness (employee attitudes, operational performance i.e., innovation and product and service quality, and financial performance). Results based on data from 84 empirical studies with 94 independent samples indicate that clan, adhocracy, and market cultures are positively associated with the effectiveness criteria.

Table 1. Key Dimensions of the Organizational Cultural Assessment Instrument (OCAI)

	Clan	Adhocracy	Market	Hierarchy
Dominant characteristic	Organization like a family where people share a lot of themselves	Dynamic organization, risk taking and entrepreneurial approach	Product oriented organization. Task oriented employees	Formalized, structured organization driven by procedures
Organizational Leaders	Mentor, facilitators, or parental figures	Entrepreneurs, innovators, or risk takers	Hard-drivers, producers, or competitors	Coordinators, organizers, or efficiency experts
Management of Employees	Teamwork, consensus and participation	Individual risk-taking, innovation, flexibility, and uniqueness	Hard-driving competitiveness, goal directedness, and achievement	Careful monitoring of performance, longevity in position, and predictability
Organizational Glue	Loyalty and mutual trust	Orientation toward innovation and development	Emphasis on production and goal accomplishment	Formal rules and policies
Strategic Emphasis	Human development, high trust, openness and participation	Acquiring new resources and meeting new challenges	Competitive actions and achievement	Permanence and stability
Criteria for Success	Development of human resources, teamwork, and concern for people	Having the most unique or the newest products	Market penetration and market share	Efficiency (low costs, smooth scheduling)

Source: Cameron & Quinn (1999).

Organizations are most effective when the cultural profile is aligned with the strategic goals. Therefore, the correct diagnosis of the potential



difference between the current and desired cultural characteristics, values, and employee behaviours that are needed to achieve the strategic objectives is one of the most important element in the process of planned changes. Changing the culture is not an easy task. However, once it has been identified that culture change is a desired objective, members of an organization can plan and implement a set of activities that help moving an organization's culture from the current state to the preferred future state. In the case study presented below, the important cultural gaps covered such areas, as: company structure, procedures and processes, internal and external communication.

METHOD

The case study method, applied in this research, presents a process of cultural changes initiated by the assessment of the cultural profile of XYZ. Based on the findings of Competing Values Framework, the management introduced a set of activities aimed to align the cultural profile to the strategic goals of a company.

The organizational context

XYZ is a telecommunication company, with 20 years of experience in the Polish market. The company was established in 2004 by a merger of two telecommunications operators with over 10 years in the business. Both companies specialized in services for demanding, strategic industries. The synergistic effect of the merger expanded the company's portfolio, increased its technological potential and enabled a wider use of the employees' know-how and skills. Despite its network capacity and long presence on the market, XYZ was not able to compete with the aggressive competitors emerging on the market. In the period of four years (2008-2011), both the number of large and medium size customers significantly decreased (respectively by 28% and 50%). Monthly fees (income after deducting non-recurring charges) fell drastically. In 2008, when the costs exceeded revenues, the company introduced a radical cost - cutting policy. Customer satisfaction surveys, conducted in 2009, 2010, and 2011, among XYZ major customers, showed the following results: (1) Significant decrease in number of customers willing to recommend XYZ as a reliable business partner and increased percentage of customer who would not recommend the company; (2) Only one in ten customers believes that XYZ has a big advantage over its competitors; (3) 46% of customers are ready, at any moment, to use the services of another operator.



RESULTS

The Process of Change

During a workshop, Top Managers of XYZ were asked to assess the organizational culture according to the Competing Values Framework. Managers were divided into 2 groups, each consisting of 13 members. The two groups worked in separate rooms and did not communicate with each other. A set of scenarios that describe fundamental cultural aspects of organization was provided for the managers in order to enable precise identification of “how things are” in XYZ. The managers were instructed to divide 100 points among four different scenarios, each descriptive of a quadrant in the Competing Values Framework through six dimensions (see Table 1). Next, the managers were asked to draw a desired organizational culture, which, in their opinion would help the company to “move forward”. The results, where A represents Clan culture, B – Adhocracy, C – Hierarchy and D – Market culture, are presented in Figure 1 (first group on the left, second group on the right).

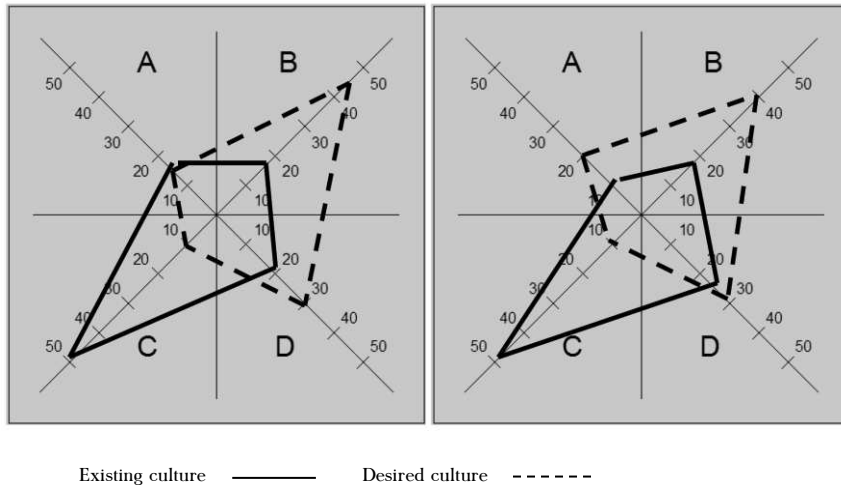


Figure 1. Research results

Source: Own elaboration.

The similar results achieved by the two groups and the group discussions both confirmed that the organization is driven by the hierarchy. Policies and procedures are strictly defined. Employees are expected to follow the rules and regulations. Creative ideas and solutions are not appreciated. Individuals are responsible for providing sub-tasks of the process, and information regarding “big picture” is limited. The flow of



information is one-sided - top - down, with limited or no opportunity for open communication and interaction. The cooperation between the departments is insufficient. Managers are expected to perform administrative duties, and control their staff members. All decisions are made by the CEO, without any participation of the management or the employees.

The technological changes and consolidation process on the market, intensified in 2011/2012, resulted in high price pressure, increased competition and tendency to replace fixed connection lines by mobile traffic. The profound market analysis indicated that the most important factors of competitive advantage are: outstanding customer relations, innovative products and flexibility in addressing the client's needs. It became clear that without a strategy change (significant investments in the technology, new products development and launch) and changes in the cultural profile, XYZ would not survive on the market. Therefore, XYZ introduced a set of activities to put the process of a culture change in motion, in accordance with the work of several authors describing successful change interventions aimed at organizational culture change (e.g., Denison, 1989; Lewin, 1945; Kotter, 1996; Mento, Jones & Dirndorfer, 2002). These activities are briefly described below.

Building-up coalition for change

The intention of the Board of Directors was to engage all employees in the change process. Opening up communication channels and involving everyone (employees, managers, and external consultants) in the process of strategy formulation became an urgent issue. Some employees voluntarily joined the process, some boycotted it, others observed passively. A significant number (25%) of staff has been recruited from the market to strengthen the competencies available in the company as well as to increase the number of employees representing a "can-do" attitude.

Communicating Vision, Mission, Strategy and Values

A New Mission, Vision and Strategy was officially announced to the employees during the kick-off meeting. It was stated that "the main objective of New XYZ is to support customers in the process of building their identity in the digital environment by providing a secure infrastructural platform." Human capital has been recognized as the main source of a long-term competitive advantage of the company. Therefore, knowledge, skills of the employees, as well as their passion for exploring new opportunities should become a driving force for the implementation of technological change in the companies and institutions cooperating with XYZ. The existing values: quality, security and responsibility, have been



complimented by the new ones: mutual trust, teamwork, innovation and engagement. This change requires an entrepreneurial approach and cooperation among the staff. The employees are expected to broaden the scope of activities and undertake efforts to develop skills and competencies. Therefore, XYZ will concentrate on building the company culture which rewards risk taking and creativity. Such attitudes are critically important in the company which intends to invent and introduce the new products to the market. The management team and all the employees are expected to make a big effort to create a friendly work atmosphere, where people share a lot of themselves. The company should operate like a family with best friends at work. Leaders are expected to play a role of mentors and coaches. The aim is to create an organization held together by loyalty, tradition, and collaboration, with highly committed employees.

Active Participation in Changes of Processes and Structures

According to Glew et al. (1995:402), “the essence of participation is a conscious and intended effort by individuals at a higher level in an organization to provide a visible extra role or role-expanding opportunities for individuals or groups at a lower level in the organization to have a greater voice in one or more areas of organizational performance”. One of the company goals was to transform from a hierarchical, silo organization, into a flexible, process – based organization, able to react quickly, and to efficiently identify business opportunities on the market. To achieve this target, XYZ invited Top Managers to work in the Project teams aimed to identify the major organizational barriers and to propose solutions to eliminate the existing barriers. It was a busy time for the organization, filled with meetings, discussions, and exchange of ideas. As a result, the number of procedures existing in XYZ has been decreased by 30% and the remaining 70% has been simplified.

Open Communications

New communication channels have been established to facilitate open communication and exchange of information between the Board members and the employees: (a) regular meetings, called “breakfast with the Board”, during which the official part (presentation of financial results) is followed by the Questions and Answers session; (b) box available for the employees to leave the questions and opinions to the Board; (c) open door policy; (d) new interactive Intranet; (e) mailing system managed by the Communication department to announce important information to all the employees; (f) company newsletter, co-edited by the employees; (g) individual meetings with the Board Members, called “Morning coffee”; (h) anonymous surveys and questionnaires among the staff.



Rituals and Symbols

A change in rituals and symbols is of the most important initiative that accompanies culture change. Symbols are visual representations of the new state, so identifying symbols that signify a new future is an important part of culture change. Symbols help organization members visualize something different, provide a new interpretation of the organization, and provide a rallying point for people supportive of the change. In this case, a new logo was designed and officially announced during a party for the employees and customers. The employees were asked to visualize the company culture by drawing pictures that afterwards were placed on the walls in the office building. Moreover, employees photos with the personal explanation of the company values were posted on the walls in the reception area.

Friendly Atmosphere and Cooperation

A new office design (open space in some areas), spacious kitchens and one of the conference rooms redesigned to a “Creativity room”, where traditional conference table and chairs have been replaced with colourful, soft sofas, are some of examples of changes implemented in order to create a friendly, comfortable space where the employees can meet, exchange opinions and discuss both private and business issues.

Education and support

Human capital has been recognized as the company's main source of a long-term competitive advantage. This approach requires identification of competency gaps and constant development of knowledge and skills. In order to meet this challenge, a new function – Human Resources Business Partner (HRBP) has been appointed in the organization. HRBPs, in cooperation with the managers and selected staff members, designed a Competencies Model, Individual Competencies Profiles and implemented tools to assess the competencies among the staff. As a result, an extensive training program, combined with motivational meetings with market leaders, has been proposed to the managers and sales force. Some of the managers have been offered coaching and mentoring programs. Top talents have been identified and given the opportunity to participate in the individual development plans. Moreover, a Management by Objective tool has been implemented to support the process of cascading strategic objectives down to the organization.



Creativity and Innovation

With the aim to develop new products and improve customer relationships, XYZ needed to wake-up the creativity of its staff. In the hierarchy culture, employees were expected to follow the rules and procedures. Employees felt uncomfortable and unsafe with the new expectations to experiment and take risks. Since organizational culture is best communicated through stories (Martin, 1992; Martin, et al., 1983), a number of stories have been created to illustrate desired behaviours. Employees have been encouraged to draw cartoons that visualized “old work style” and the “new work style”. These stories not only helped clarify the expected behaviours, but also made individuals less anxious about moving into an unknown future.

Small Wins Celebration

The rule of thumb regarding small wins is to find something easy to change, change it, and publicize it. Then, find a second thing easy to change, change it, and publicize it. Small achievements create momentum in the desired direction, inhibit resistance--since people seldom resist incremental changes--and create a snouball effect so that additional supporters get on board. When individuals see that something is changing, even if it is small in scope, a sense of progress and advancement is created, and that sense helps build support for larger and more fundamental changes. In this case small changes included the introduction of flexible working hours, regular staff meetings, simplification of procedures, office redesign and Christmas tree decoration by the employees. Every change initiative was communicated and rewarded. Every new sales contract was celebrated and sales staff were recognized for outstanding efforts. The management enhanced employees engagement by organizing competitions and announcing best individual and team achievements.

Monitoring the process of change

The activities described above initiated change in organizational structures, processes, values, communication, and leadership style, none of which by itself ensures that culture change will occur, but combined, they created a great deal of momentum toward fundamental culture change in the organization. A survey and focus groups conducted one year after the changes had been initiated, showed the results summarized in Table 2.

Table 2. Employees commitment to change survey - Selected results

Researched area	Employees behaviour
Engagement to change	66% of the employees declare support for the changes and think that the company goes in the right direction
Friendly atmosphere and cooperation	75% of the employees feel encouraged to meet people and share ideas in a less formal atmosphere



Internal communication	78% of the employees know and understand the strategic goals 4/5 of the employees think that the management supports an open communication 71% of the employees understand how their individual performance supports the organization's goals
Structures and procedures	85% of the employees state that thanks to simplified procedures and new internal regulations decisions are made faster and the work flow is more efficient
Creativity and innovation	77% of the employees engage themselves in the activities that exceed their scope of responsibility 80% of the employees feel encouraged to do things in a different way
Education and support	75% of the employees feel supported by the managers 63% of the employees are pleased with the training and personal development opportunities provided by the company

Source: own elaboration.

DISCUSSION AND CONCLUSIONS

Organizational culture makes a foundation for desired behaviours, company identity and external image. In the context of strategic choice, in an industry where it is important to innovate new products and quickly respond to the customer needs, a firm's culture can be "valuable" if it rewards collaboration, flexibility, risk taking and creativity. Although it is too early to quantify the results of the efforts undertaken by XYZ, significant progress has been made: (a) the employees have a much clearer understanding of the business strategy; (b) the employees understand how their daily job leads to the attainment of the company goals, (c) the employees feel involved in decision making processes, (d) more decisions are being made at the lower level of the organization and much closer to the customers' needs, (e) the employees share opinions and propose innovative solutions, (f) the employees are more willing to cooperate, (g) the employees and the managers have a feeling that they "play on the same team", (h) the employees share their positive feelings about the change with the family, friends and customers. Moreover, visitors to the company offices noted an air of enthusiasm among the employees as they openly discussed the changes in their work environment and habits. As the employee values and behaviour change over time, XYZ's culture will evolve further. The expected qualitative benefits include significant behavioural changes that will foster greater employee engagement, enhanced pride and commitment to the organization and increased morale of the staff. The expected quantitative benefits include increased customer satisfaction, improved revenues, and enhanced profitability. In 2013, for the first time since 2008, XYZ has launched new products on the market and acquired new customers.



XYZ is an example of a company that needs to be innovative and responsive in order to survive and therefore attempts to develop behavioural norms that encourage creativity and collaboration. The technological skills, coupled with the expected behavioural norms, will enable the company to respond to the new business opportunities. In other words, the change process initiated in 2012 has moved the company towards a cultural profile that represents valuable assets.

REFERENCES

- Barney, J.B. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management Science*, 17(1), 99-120.
- Barney, J.B. (1995). Looking inside for competitive advantage. *Academy of Management executive*, 9(4), 49-61.
- Barney, J.B., & Hesterly, W.S. (2008). *Strategic Management and Competitive Advantage: Concepts and Cases*. Pearson Prentice Hall Inc.
- Cameron, K.S. (1986). Effectiveness as paradox: Conflict and consensus in conceptions of organizational effectiveness. *Management Science*, 32, 539-553.
- Cameron, K.S. & Freeman, S.J. (1991). Cultural congruence, strength, and type: Relationships to effectiveness. *Research in Organizational Change and Development*, 5, 23-58. Greenwich, CT: JAI Press.
- Cameron, K.S., & Quinn, R.E. (1999). *Diagnosing and changing organizational culture*. Reading, MA: Addison-Wesley.
- Collis, D.J., & Montgomery, C.A. (1995). Competing on Resources: Strategy in the 1990s. *Harvard Business Review*, 73 (4), 118-128. (July-August).
- Conner, K.R., & Prahalad, C.K. (1996). A resource-based theory of the firm: Knowledge versus opportunism. *Organization Science*, 7, 477-501.
- Denison, D.R. (1989). *Corporate Culture and Organizational Effectiveness*. New York: Wiley.
- Glew, D.J., O'Leary-Kelly, A.M., Griffin, R.W. & Van Fleet, D.D. (1995). Participation in organizations: a preview of the issues and proposed framework for analysis. *Journal of Management*, 21(3), 395-421.
- Hartnell, Ch. A., Ou, A.Y & Kinicki, A. (2011). Organizational Culture and organizational Effectiveness: A meta- Analytic Investigation of the Competing Values Framework's Theoretical Suppositions. *Journal of Applied Psychology*, 96 (4), 677-694.
- Hatch, M.J. (1993). The dynamics of organizational culture. *Academy of Management Review*, 1(4), 657-693.
- Johnson, G. (1988). Rethinking Incrementalism. *Strategic Management Journal*, 9, 75-91.
- Kim, W. Ch. & Mauborgne, R. (1991). Creating New Market Space. *Harvard Business Review*, Jan.-Feb.
- King, A.W. & Zeithaml, C.P. (2001). Competencies and firm performance: examining the causal ambiguity paradox. *Strategic Management Journal*, 22 (1), 75-99
- Kotter, J.P. (1996). *Leading Change*. Harvard Business School Press, Boston, MA.
- Lewin, Kurt (1945) (1951). *Field Theory in Social Science: Selected Theoretical Papers by Kurt Lewin*, Ed. Dorwin Cartwright, Boston, Massachusetts: MIT Research Center for Group Dynamics and New York: Harper and Brothers Publishers
- Martin, J. (1992). *Cultures in Organizations: Three perspectives*. New York. University Press.
- Martin, J. (2002). *Organizational Culture: Mapping the Terrain* (Thousand Oaks, CA: Sage Publications).
- Mento, A.J., Jones, R.M., & Dirndorfer, W. (2002). A Change Management Process: Grounded both in theory and practice. *Journal of Change Management*, 3(1), 45-59.
- Porter, M.E. (1980). *Competitive Strategy*. Free Press. New York.
- Porter, M. (1985). *Competitive Advantage - Creating and Sustaining Superior Performance*. New York: Free Press.

- Quinn, R.E. & Rohrbaugh, J. (1981). A special model of effectiveness criteria: Towards a competing values approach to organizational analysis. *Management Science*, 29, 363-377.
- Quinn, R.E., & Spreitzer, G.M. (1991). The psychometrics of the competing values culture instrument and an analysis of the impact of organizational culture on quality of life. *Research in Organizational Change and Development*, 5, 115-142.
- Robbins, S. P. & Judge, T. A. (2007). *Organizational Behavior*. 12th ed. New Jersey: Pearson Prentice Hall.
- Stevenson, W.J. (2009). *Operations Management*, 10th Edition, McGraw Hill.

KULTURA ORGANIZACYJNA JAKO ŹRÓDŁO PRZEWAGI KONKURENCYJNEJ – STUDIUM PRZYPADKU FIRMY TELEKOMUNIKACYJNEJ W POLSCE

Abstrakt

Tło badań. Badanie kultury organizacyjnej znajduje się obecnie w centrum uwagi. Natomiast ograniczona liczba opracowań analizuje zbieżność kultury organizacyjnej ze strategicznymi celami firmy oraz jej wpływ na skuteczność działań.

Cel badań. Celem tej pracy jest analiza wpływu kultury organizacyjnej na konkurencyjność firmy. Artykuł opisuje proces planowanych zmian kulturowych przeprowadzonych od listopada 2012 roku do lutego 2014 roku i jego wyniki w takich obszarach jak innowacja, wydajność, jakość, rozpoznawalność firmy i wizerunek zewnętrzny.

Metodyka. Struktura teoretyczna jest wsparta przez studium przypadku jednej z największych spółek telekomunikacyjnych w Polsce. Obserwacje autora są uzupełnione przez nieformalne wywiady i analizę danych firmowych (struktura wartości konkurujących, zaangażowanie pracowników w ankietę zmian, ankieta satysfakcji klientów, raporty wewnętrzne, itd.)

Kluczowe wnioski. Studium przypadku pokazuje, że zbieżna ze strategią kultura organizacyjna jest wewnętrzną siłą organizacji, znacznie poprawiającą jej konkurencyjność. Jednym z najważniejszych elementów procesu zmiany jest poprawna diagnoza różnic pomiędzy obecnymi a pożądanymi cechami kulturowymi. W tym przypadku ważne luki kulturowe obejmują takie obszary jak: struktura firmy, procedury, komunikacja wewnętrzna i zewnętrzna.

Słowa kluczowe: przewaga konkurencyjna, kultura organizacyjna, struktura wartości konkurencyjnych.

