

# DIGITALES ARCHIV

ZBW – Leibniz-Informationszentrum Wirtschaft  
ZBW – Leibniz Information Centre for Economics

Michulek, Jakub; Križanová, Anna

## Article

# Is there an impact of company size and industry on corporate culture? : an empirical study from the Slovak Republic

Management dynamics in the knowledge economy

## Provided in Cooperation with:

National University of Political Studies and Public Administration, Bucharest

*Reference:* Michulek, Jakub/Križanová, Anna (2023). Is there an impact of company size and industry on corporate culture? : an empirical study from the Slovak Republic. In: Management dynamics in the knowledge economy 11 (1/39), S. 1 - 15.  
<https://www.managementdynamics.ro/index.php/journal/article/download/513/461/2257>.  
doi:10.2478/mdke-2023-0001.

This Version is available at:

<http://hdl.handle.net/11159/15840>

## Kontakt/Contact

ZBW – Leibniz-Informationszentrum Wirtschaft/Leibniz Information Centre for Economics  
Düsternbrooker Weg 120  
24105 Kiel (Germany)  
E-Mail: [rights\[at\]zbw.eu](mailto:rights[at]zbw.eu)  
<https://www.zbw.eu/econis-archiv/>

## Standard-Nutzungsbedingungen:

Dieses Dokument darf zu eigenen wissenschaftlichen Zwecken und zum Privatgebrauch gespeichert und kopiert werden. Sie dürfen dieses Dokument nicht für öffentliche oder kommerzielle Zwecke vervielfältigen, öffentlich ausstellen, aufführen, vertreiben oder anderweitig nutzen. Sofern für das Dokument eine Open-Content-Lizenz verwendet wurde, so gelten abweichend von diesen Nutzungsbedingungen die in der Lizenz gewährten Nutzungsrechte.




<https://zbw.eu/econis-archiv/termsfuse>


## Terms of use:

*This document may be saved and copied for your personal and scholarly purposes. You are not to copy it for public or commercial purposes, to exhibit the document in public, to perform, distribute or otherwise use the document in public. If the document is made available under a Creative Commons Licence you may exercise further usage rights as specified in the licence.*

# Is there an Impact of Company Size and Industry on Corporate Culture? An Empirical Study from the Slovak Republic

Jakub MICHULEK<sup>1</sup>, Anna KRIZANOVA<sup>2</sup>

<sup>1</sup> University of Zilina, Faculty of Operation and Economics of Transport and Communications, Univerzitná 1, 010 26 Zilina, SK;  jakub.michulek@stud.uniza.sk

<sup>2</sup> University of Zilina, Faculty of Operation and Economics of Transport and Communications, Univerzitná 1, 010 26 Zilina, SK;  anna.krizanova@fpedas.uniza.sk

Received: January 31, 2023  
Revised: February 17, 2023  
Accepted: February 25, 2023  
Published: March 21, 2023

**Abstract:** Nowadays, corporate culture has become a strategic priority for companies. It is an important part of companies, as it indicates the overall trend in the behaviour of employees' work relations and processes. At the same time, corporate culture helps employees understand the company, identify with the company's goals, and become part of the company. Some authors consider corporate culture to be the main characteristic that distinguishes successful companies. If a company exhibits a high level of culture, its organizational performance also increases. Therefore, we consider corporate culture to be an integral part of every company. Data for the research was obtained through an online questionnaire. Subsequently, we used the statistical program IBM SPSS 25. To determine the existence of a relationship between company size and corporate culture and between industry and corporate culture, we used Pearson's  $\chi^2$  test for contingency tables, as the variables are qualitative. Subsequently, we evaluated the strength of the relationship based on Cramer's V. Subsequently, correspondence analysis was used to display the use of corporate culture for industries according to SK NACE and company size. Using Pearson's  $\chi^2$  test, we found that there is a weak relationship between firm size and corporate culture, and a moderate relationship between industry and corporate culture. On the basis of correspondence analysis, we found, for example, that micro-enterprises use a culture of power, medium-sized enterprises use a culture of roles, and the electricity and gas supply industry uses a culture of performance. The added value of the article is the topicality of the research and the fact that the results relate to the Slovak Republic and can serve as a basis for further research. As a limitation of our research, we can consider that not all branches of the Slovak economy were represented according to SK NACE.

**Keywords:** corporate culture; company size; industry according to SK NACE; correspondence analysis.

## Introduction

In today's competitive environment, a healthy and attractive corporate culture is one of the most valuable advantages. Various crises highlight the current effective corporate culture, especially a strong corporate culture that affects the performance of the organization, its image, the loyalty of employees, and how they perceive customers. Corporate culture is based on shared beliefs, values, and norms of behaviour that are supported by management and accepted by the majority of employees in the organization. These values are then manifested in various forms of behaviour – typically in rituals, myths, customs, legends, or stories, which often persist in organizations for many years and are one of the important factors in the stability of social systems. A good corporate culture also helps increase employee commitment to company goals, loyalty, and responsibility to the company and makes communication within the company more efficient. Company culture is also an important influence on job satisfaction and a prerequisite for identification with the company (Jasso & Menkyna, 2013).

## How to cite

Michulek, J., & Krizanova, A. (2023). Is there an impact of company size and industry on corporate culture? An empirical study from the Slovak Republic. *Management Dynamics in the Knowledge Economy*, 11(1), 1-15. DOI 10.2478/mdke-2023-0001

ISSN: 2392-8042 (online)

Journal Abbreviation: *Manag. Dyn. Knowl. Econ.*

www.managementdynamics.ro

<https://content.sciendo.com/view/journals/mdke/mdke-overview.xml>

Culture has become a strategic priority with an impact on results that cannot be easily delegated and compartmentalized. Companies of all sizes must adapt quickly and remain adaptable (Clouet et al., 2021). Organizational culture is considered the basis of knowledge management. He considers employees to be the most important asset of the company because they directly contact customers and competitors (Mojibi et al., 2013).

One of the most important elements required to comprehend the company is its culture. As a result, management and organizational specialists have researched corporate culture extensively over the past few decades. This curiosity has led to several scholarly research on organizational culture from various angles (Acar & Acar, 2014). Corporate effectiveness, competitive advantage, strategy, and a successful reaction to a tough environment have all been linked to organizational culture (Grover et al., 2022).

By properly addressing the interests of its stakeholders, the organization is expected to make a good contribution to the community. Organizations that succeed in eliciting this response are frequently lauded and revered, while those that fail are derided and condemned. Organizational culture is frequently cited as having a quality that prompts this response (Armenakis et al., 2011).

Firms have an organizational culture that includes shared sets of values, norms, and customs that are considered important by representatives within those firms. An organization that hires like-minded people who subscribe to the same culture can avoid the conflicts in communication and interaction that a shared culture makes possible. However, choosing to exclude others who share different norms and customs denies a richer range of views that can improve decision-making and enhance performance (Shaw, 2021). According to Kirkman et al. (2016), organizational culture is the main characteristic that distinguishes successful companies. If a company exhibits a high level of culture, its organizational performance also increases. Nazariana et al. (2017) argue that a firm's culture is key to maintaining its competitive advantage, which also integrates innovation, teamwork, market responsiveness, and customer satisfaction.

The area of influence of the size of the company on the business can be considered as a not very well-developed area. It is for this reason that we focused on the impact of company size and industry on corporate culture. Among the authors, the investigated issue was dealt with, for example, Balkova et al. (2022), however, examined the problem from the opposite side, that is, the impact of corporate culture or its manifestations on the size of the company. This study was conducted in Slovakia or Slovakia and Czechia.

The main research question of this paper is to find out and clarify whether the size of the company and the industry have an impact on the corporate culture. That is the type of culture depends on the size of the company or the industry in which the company carries out its business activities. To use dependence, we used Pearson's Chi-square test for contingency tables. If the alternative hypotheses are confirmed, we will subsequently perform a correspondence analysis, which is based on the assumption that the investigated variables are dependent.

This paper consists of a literature review, methodology, research results, and conclusion. In the literature review, we summarized the theoretical starting points of corporate culture, SK NACE typology, and company size from domestic and foreign authors. In the methodology, we described the use of Pearson's Chi-square test for contingency tables and correspondence analysis. The third chapter contains the results of the analysis and our findings. In the Conclusion chapter, we summarized key information from the literature and findings.

## Literature review

Culture acts as a pattern in the way people perceive, treat, and interpret information signals that influence both individual and group behaviour (Perez-Cornejo et al., 2021). Through Pettigrew's essays and Hofstede and Schein's books, the phrase "organizational culture" gained popularity in the 1980s. The study of organizational culture can be seen as introducing a holistic approach to addressing systems of meaning, values, and action from anthropology to organizational studies since culture was previously the purview of anthropology. Scientists and business executives have learned over time that an organization's culture is a critical competency that contributes to increased efficiency, company differentiation, and competitive advantage (Cucek & Mlaker Kac, 2020).

We consider company culture to be inseparable from the culture of the people who make up the company. Culture can be seen as a complex whole that includes knowledge, beliefs, art, morals, law, customs, and other skills and habits acquired by people as members of society. If we expand this interpretation of culture to specifically include symbols, language, values, norms, mores, and typical patterns of people's behaviour, interaction, and communication, we define the definition of corporate culture (Gorton & Zentefis, 2019).

An organization's culture is significant because a strong culture can help the organization accomplish its objectives. The organizational culture serves as a model for daily conduct that will affect how decisions are made and give executives and employees guidance in achieving the organization's objectives. Organizational culture was developed in accordance with the organizational environment. The organization's vision and mission are largely maintained and developed by the organizational culture. A key instrument for enhancing member capabilities and organizational performance is organizational culture (Tama, 2019).

In general, organizational culture is linked to the administrative field by developing models and theories according to strategic management in order to achieve better financial results (Deal & Kennedy, 1982). We consider company culture as a deliberate choice of a company, one that optimally combines the different cultures of its employees in order to improve diversity but also to ensure cohesion by avoiding cultural conflicts. We show that such a trade-off can lead otherwise identical firms to choose different corporate cultures (Gorton & Zentefis, 2019).

Organizational culture is defined by Tulcanaza-Prieto et al. (2021) as a collection of distinct characteristics that vary amongst organizations. These aspects include conventions, norms, regulations, symbols, ideologies, beliefs, rituals, and myths. The analysis of member identities as a crucial historical and social phenomenon that reflects the history of the company also takes into account the collective mental programming of the firm's members, demonstrating how the organizational culture shapes member identities.

Clouet et al. (2021) understand organizational culture as an engine to support corporate social innovation in companies. Organizational culture is characterized by diversity; therefore, there are different types, which are in line with the diversity that is manifested in human diversity. Despite the challenges in measuring and managing it, organizational culture is one of the key elements that impact creativity in firms, according to Do and Spol (2018), Pedersen et al. (2018), and Tellis (2013).

Tellis (2013) describes organizational culture as a fundamental set of attitudes and behaviours shared by organizational members and contends that an innovative culture will help a company maintain its competitive edge over the long run. Organizational culture is a distinctive output that takes time to develop inside a company, cannot be decided or mandated by management, is challenging to describe, and is challenging to transmit across companies.

Employees adopt behaviours in accordance with symbols, heroes, and rituals that the company symbolizes, such as improvements in productivity and worker happiness. Organizational culture is founded on these shared practices (Rocha et al., 2016). Organizational culture is described by Harel et al. (2020) as a set of shared values and beliefs for workers at all organizational levels that are expressed in its traits. Corporate culture also includes corporate values, rules, and behaviour toward customers, business partners, suppliers, and stakeholders; thus, employees are aware of their company's values and rules of behaviour while conducting business (Nadanyiova & Durana, 2019).

A habit that applies to an organization is organizational culture. Every company has unique routines and patterns. A company's organizational culture is made up of its employees' fundamental presumptions and values, which are then created and disseminated to address issues with external adaption and internal integration. Therefore, an employee's displeasure with the organization or the firm as a whole will have an effect on how they feel about how their work is handled, which will surely have an impact on how well they perform (Paaïs & Pattiruhu, 2020).

Members utilize organizational culture to distinguish one organization from another. Robbins and Timothy (2016) assert that an organization has traits that set it apart from others. According to Busro (2018), organizational culture is a common perspective of an organization's members who uphold a set of principles. So, a value or meaning system may set one company apart from another. Similar to how Fahmi (2016) described organizational culture as a long-standing habit that is exploited and implemented in work-life activities as one of the driving forces to raise the calibre of work,

The top leader of the organization and other decision-makers build, establish, and, when necessary, modify the organizational culture. Three layers of organizational culture can be seen. Cultural artifacts can be visible structures and processes, clothing, observable rituals, and ceremonies. Through both formal organizational practices, such as strategies, goals, and rules, as well as informal practices, such implicit norms, held beliefs, and values are actively created. Basic presumptions include irrational ideas, hypotheses, and expectations (Armenakis et al., 2011).

Kovalová and Mackayova (2014) understand corporate culture as an umbrella term for those ways of thinking that are seriously interested in cultural and symbolic phenomena. Organizational culture includes values and assumptions related to social reality; it is a system of symbols and meanings; it is a framework referring to beliefs, symbols, and values by which an individual defines his environment, expresses feelings and makes judgments. Organizational culture factors, such as attitudes, norms, and assumptions, shape behaviour and provide a sense of self. These encompass broad perspectives on how a company affects the environment (environmental sustainability) or the adoption of digital technologies (digitalization), which can result in significant changes to the business model (Isensee et al., 2020).

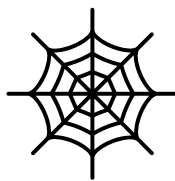

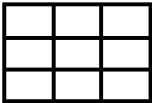
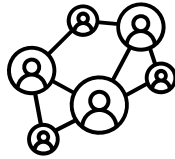
There are many different categories that organizational culture can fit into. For instance, in their influential work, Burns and Stalker (1961), utilized the terms mechanistic and organic. Adaptive and maladaptive cultures were described by Kotter and Heskett in 1992. Both typologies are related to the organizational effectiveness criterion, which includes how well the business performs in a stable and dynamic environment. Based on this, it can be said that if their organizational cultures were adaptable, they were more successful in dynamic contexts (as cited in Armenakis et al., 2011).

Some surveys of organizational cultures have been conducted without linking effectiveness to the nature of the external environment. For example, Denison (1984) characterized cultures as more participative or less participative. Regardless of the external environment, he found that more participatory companies were more profitable than those that were less participatory (as cited in Park & Kim, 2009).

Additionally, ethical and unethical organizational cultures exist. Using Schein's (2004) levels, organizational cultures that are ethical or unethical can be described. A written code of ethics founded on the stated principle that "we do business with integrity" is an expression of the underlying presumption that "if we cannot be ethical in the conduct of our business," we should not exist is an example of an artifact of an ethical culture (Rashid et al., 2004).

Charles Handy offers one of the best categorizations of organizational culture for examining how organizational culture affects organizational structure. Cultural power, task culture, role culture, and people culture are the categories used by Handy (Janicijevic, 2013). Individual characteristics of these four cultures are elaborated on in the following table.

**Table 1. Type of corporate culture**

Type of corporate culture	Description	Pictogram
<b>Power culture</b>	<ul style="list-style-type: none"> <li>the power should be concentrated at the organization's top,</li> <li>the source of the leader's power lies either in his charisma or in the control of resources, while the amount of power that the members of the organization have depends on the level of their proximity to the leader,</li> <li>based on employee mutual trust, communication, and empathy,</li> <li>low level of formalization, simple structure, and insufficient development of systems, procedures, and other formal restrictions on individual and collective actions,</li> <li>a high level of adaptability,</li> <li>it loses its justification in large companies because management from the center is ineffective,</li> </ul>	
<b>Role culture - functional culture</b>	<ul style="list-style-type: none"> <li>the culture of the organization's bureaucracy,</li> <li>demonstrates a high degree of formalization and standardization</li> <li>the organization must first and foremost be a rational tool for achieving the goals of those who are interested,</li> <li>provides employees with security and the opportunity for advancement,</li> <li>disadvantage—slow response time to changes,</li> </ul>	
<b>Task culture - work culture</b>	<ul style="list-style-type: none"> <li>values outcomes, competencies, creativity, accomplishments, and changes,</li> <li>teamwork is also essential because the tasks are usually complex and require different types of knowledge and skills,</li> <li>power is relatively evenly distributed in the organization among its members,</li> <li>concentrate on work, tasks, and projects,</li> </ul>	
<b>People culture - personal culture</b>	<ul style="list-style-type: none"> <li>individualism and individual growth are the highest values,</li> <li>for members, the realization of individual goals is more important than the realization of organizational goals,</li> <li>equality in power distribution.</li> </ul>	

Source: Janicijevic (2013); Kovalová and Mackayova (2014)

The culture of power is depicted as a web, where the source of power is concentrated in the centre, and through the threads of the web, which represent the influence of the

chosen ones, it progresses throughout the enterprise. The culture of roles is a symbolized temple that represents a certain form and hierarchy, while it is in the hands of top management (the roof of the temple) and the strength of the company lies in the supporting pillars represented by the functions (experts). Task culture is represented as a network or matrix, with some strands weaker, and others stronger. Authority is located at the intersections between the strands. The last culture is the people culture, which appears as a cluster, in which relationships between individuals are partners and no one has a dominant position (Kovalová & Mackayova, 2014).

According to Janicijevic (2013), corporate cultures differ based on two factors. The first of them is the distribution of power in organizations. According to the criterion of power distribution, we can distinguish between organizational cultures that assume the need for an authoritarian (hierarchical) distribution of power and those that assume the need for an egalitarian (or equal) distribution of power. The second criterion, according to which the described types of organizational culture are distinguished, is the primary framework of collective action through which the organization realizes its goals. Table 2 shows individual cultures according to the mentioned factors.

**Table 2. Division of culture types according to the distribution of power and the framework of collective behaviour**

Collective action frame			
Distribution of power		Work structure, tasks	Social Structure, relations
	Authoritarian, hierarchical distribution of power	Role culture	Power culture
	Egalitarian distribution of power	Task culture	People culture

Source: Janicijevic (2013)

In order to encourage the growth of Slovakia's small and medium-sized businesses, Lorincová's et al. (2022) research on corporate culture looked at the strategic application of important values in SMEs from the industrial sector. Managers were urged to include essential clan culture principles into their management practices since this underlines the relevance of people to the company's strategic goals.

The relationship between industry and corporate culture was discussed, for example, by Seidu et al. (2022); Gazzola et al. (2022); Zainullin & Zainullina (2021); Koch et al. (2022); Barth & Mansouri (2021); Isensee et al. (2022) and another.

In the Slovak Republic, the size of a company is determined based on three criteria. These criteria include the number of employees, annual turnover in euros, and annual balance sheet in euros. On the basis of the three mentioned criteria, we divide enterprises into four groups, namely micro, small, medium, and large enterprises. A company is included in a given group if it meets at least two of the three criteria. The exact specifications are listed in Table 3 below.

**Table 3. Size of a company in Slovakia**

Size of Company	Number of employees	Annual turnover [€]	Annual balance sheet [€]
Micro	Less than 10	Less than 2M	Less than 2M
Small	Less than 50	Less than 10M	Less than 10M
Medium	Less than 250	Less than 50M	Less than 43M
Large	250 and more	50M and more	43M and more

Source: own processing

## Methodology

An online questionnaire was used to collect data for this survey. There were 21 questions in the online survey. The questionnaire was filled out by 489 respondents, employees of companies operating in the territory of the Slovak Republic from various sectors of the economy. Data were collected from August 1, 2022, to October 1, 2022. IBM SPSS Statistics 25 was used to analyse all the data collected through the online questionnaire.

Correspondence analysis was first used in the 1960s and 1970s. For qualitative characteristics in contingency tables, correspondence analysis may be thought of as an analogy to the main component and factor analysis methods. We can only work with nominal or ordinal variables in correspondence analysis; hence we must categorize continuous variables. It should be highlighted that correspondence analysis is purely descriptive and exploratory; techniques for determining statistical significance are not included. Because of this, we start by examining the correlation between the work group's performance level and its expression of agreement with the existence of communication obstacles inside the organization.

We will use Pearson's  $\chi^2$  test to determine dependence. It is necessary to establish a null hypothesis, which will read: The size of the company does not influence the corporate culture. An alternative hypothesis would be: Company size has an impact on corporate culture. We also established a null hypothesis for the industry as follows: Industry has no effect on corporate culture. An alternative hypothesis would be: Industry has an impact on corporate culture. The Pearson's  $\chi^2$  test is performed at a significance level of  $\alpha = 0.05$ , and if the result of this test is less than the significance level of  $\alpha$ , we reject the null hypothesis and accept the alternative hypothesis. Otherwise, we do not reject the null hypothesis.

Subsequently, we evaluate the degree of intensity for these variables using Cramer's V (Cramer's contingency coefficient). This coefficient takes on values from 0 to 1 and is used for nominal variables. The dependence is greater the closer the value of the coefficient is to the value +1. On the contrary, the dependence decreases if the coefficient approaches the zero value. This means that the distribution of one variable is not conditioned by the categories of the other variable. The size of the coefficient tells us about the strength of the relationship; just like the Pearson and Spearman coefficients, it has 3 levels. Based on the result of Pearson's  $\chi^2$  test, we decide either not to reject the null hypothesis or to reject it and accept the alternative hypothesis. Subsequently, we will find out what type of addiction it is. If the dependence is confirmed, we will conduct a correspondence analysis, when it will make sense to look for an answer to the question of which factors are similar to each other.

## Results

The questionnaire was filled out by 489 respondents working in companies in the Slovak Republic in various sectors of the economy. Of the total number of respondents, 240 (49.08%) were men and 249 (50.92%) were women. In terms of gender, the sample was balanced. At the age of 18-25, there were the fewest respondents, only 102 (20.86%). There were 234 (47.85%) respondents aged 26-45 and 153 (31.29%) respondents aged 46 and over. An overview of the composition of enterprises by size can be seen in Table 4.



**Table 4. Multiplicity of the company according to the size of the company**

Size of company	Multiplicity	Multiplicity in percentage
Micro	167	34.15%
Small	106	21.68%
Medium	88	18.00%
Large	128	26.18%

Source: own processing

The subject of business mentioned by the employees was subsequently classified into a category based on SK NACE. The number of enterprises by industry is shown in table 5-6.

**Table 5. Multiplicity of the company according to SK NACE- part 1**

Industry according to SK NACE	Multiplicity	Multiplicity in percentage
Agriculture, forestry and fishing	31	6.34%
Industrial production	44	9.00%
Supply of electricity and gas	56	11.45%
Construction industry	49	10.02%
Wholesale and retail	38	7.77%
Transport and storage	47	9.61%
Accommodation and catering services	32	6.54%
Information and communication	34	6.95%
Financial and insurance activities	34	6.95%
Administrative and support services	36	7.36%
Education	28	5.73%
Healthcare and social assistance	37	7.57%
Arts, entertainment and recreation	23	4.70%

Source: own processing

The tables show that most respondents work in enterprises classified as micro-enterprises, while the fewest people work in medium-sized enterprises. The sample is relatively balanced in terms of industry. Most employees work in the electricity and gas supply industry. The fewest respondents worked in the field of art, entertainment, and recreation.

The surveyed companies used the corporate culture of task the most. Out of 230 (47.03%) respondents, 97 (19.84%) respondents chose role culture, and 83 (16.97%) respondents indicated people culture. The least selected culture is the culture of power 79 (16.16%).

Table 6 shows the frequencies for each category of variables. The table shows that the conditions for the use of Pearson's  $\chi^2$  test are met, namely that at least 80% of the theoretical numbers are greater than or equal to 5.

**Table 6. Numbers of measurements**

Size of company * Company culture Crosstabulation						
Count		Company culture				Total
		People culture	Power culture	Role culture	Task culture	
Size of company	Large	10	15	36	67	128
	Medium	13	13	26	36	88
	Micro	35	34	24	74	167
	Small	25	17	11	53	106
Total		83	79	97	230	489

Source: own processing

The P-value of the Pearson  $\chi^2$  test was 0.000, which means that the level of significance  $\alpha$  is more than the value of the Pearson  $\chi^2$  test;  $0.000 > 0.05$ . This means that we reject the null hypothesis and accept the alternative hypothesis. Company size has an impact on corporate culture.

**Table 7. Chi-Square test**

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	32,205 <sup>a</sup>	9	,000
Likelihood Ratio	33,670	9	,000
N of Valid Cases	489		

a. 0 cells (0,0%) have an expected count of less than 5. The minimum expected count is 14,22.

Source: own processing

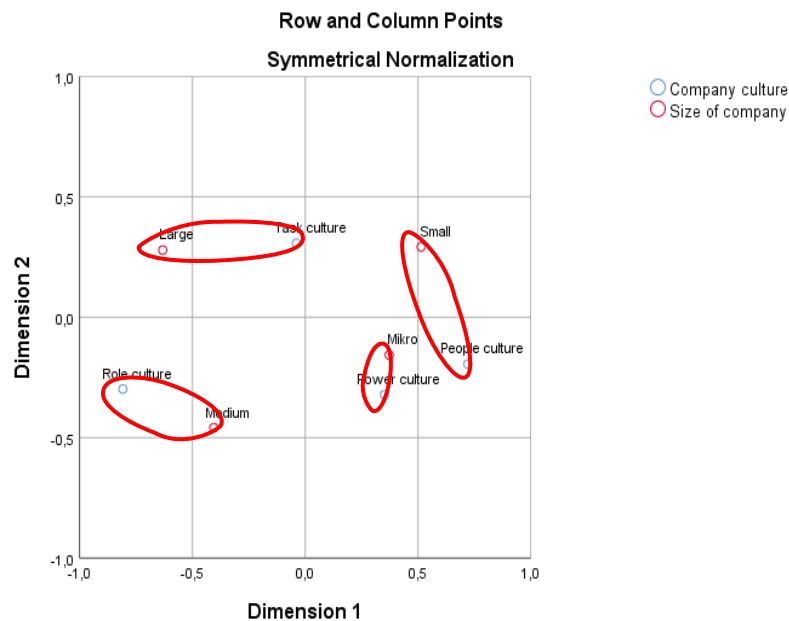
Based on table 8, according to Cramer's V, we can conclude that it is a weak dependence. We can tell by the fact that the value of Cramer's V is 0.148, which is in the range of 0 to 0.3.

**Table 8. Chi-Square test**

Symmetric Measures			
		Value	Approximate Significance
Nominal by Nominal	Phi	,257	,000
	Cramer's V	,148	,000
	Contingency Coefficient	,249	,000
N of Valid Cases		489	

Source: own processing

From the correspondence map shown in Figure 1, we can conclude that medium-sized enterprises predominantly use role culture. It follows that medium-sized enterprises within the territory of the Slovak Republic focus on roles that are clearly defined.



**Figure 1. Correspondence map**

Source: own processing

Micro-enterprises mainly use a culture of power. This can be considered a surprising finding since micro-enterprises are expected to use a corporate culture based on good relationships, which is characterized by a family atmosphere. On the other hand, this culture is based on mutual trust, communication, and empathy, and all power is concentrated in one place, in the person of the business owner. At the same time, this culture is losing its justification in all companies. Based on this characteristic, it is not such a surprising result. A performance culture is typical for large companies. Large enterprises often focus on achieving results, and correctly fulfilling tasks. It is characterized by mutual

respect and, at the same time, is suitable for businesses where work teams are created. Small businesses most often apply a culture of support.

Table 9 shows the frequencies for each category of variables; Industry according to SK NACE and Company culture. The table shows that the conditions for the use of Pearson's  $\chi^2$  test are met, namely that at least 80% of the theoretical numbers are greater than or equal to 5.

**Table 9. Numbers of measurements**

Industry according to SK NACE * Company culture Crosstabulation						
Count		Company culture				Total
		People culture	Power culture	Role culture	Task culture	
Industry according to SK NACE	Accommodation and catering services	21	1	1	9	32
	Administrative and support services	6	6	4	20	36
	Agriculture, forestry and fishing	7	3	2	19	31
	Arts, entertainment and recreation	0	7	0	16	23
	Construction industry	9	14	3	23	49
	Education	0	0	20	8	28
	Financial and insurance activities	2	20	1	11	34
	Healthcare and social assistance	0	2	27	8	37
	Industrial production	6	8	9	21	44
	Information and communication	8	0	3	23	34
	Supply of electricity and gas	5	4	5	42	56
	Transport and storage	5	6	18	18	47
	Wholesale and retail	14	8	4	12	38
<b>Total</b>		83	79	97	230	489

Source: own processing

The P-value of the Pearson  $\chi^2$  test was 0.000, which means that the level of significance  $\alpha$  is more than the value of the Pearson  $\chi^2$  test;  $0.000 > 0.05$ . This means that we reject the null hypothesis and accept the alternative hypothesis. The industry has an impact on corporate culture.

**Table 10. Chi-Square test**

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	301,213 <sup>a</sup>	36	,000
Likelihood Ratio	268,918	36	,000
N of Valid Cases	489		

a. 5 cells (9,6%) have an expected count of less than 5. The minimum expected count is 3,72.

Source: own processing

Based on table 11, according to Cramer's V, we can conclude that it is a moderately strong dependence. We can tell by the fact that the value of Cramer's V is 0.453, which is in the range of 0.3 to 0.8.

Table 11. Chi-Square test

Symmetric Measures		Value	Approximate Significance
Nominal by Nominal	Phi	,785	,000
	Cramer's V	,453	,000
	Contingency Coefficient	,617	,000
N of Valid Cases		489	

Source: own processing

From the correspondence map for corporate culture and industry according to SK NACE shown in Figure 2, we can conclude that the support culture is used most in the accommodation and catering services industry. The culture of power is most widely used in the arts, entertainment, and recreation, as well as the financial and insurance industries. This is not a surprising finding, as communication, empathy, and trust are important in these industries. Education; health care, and social assistance most often use role culture.

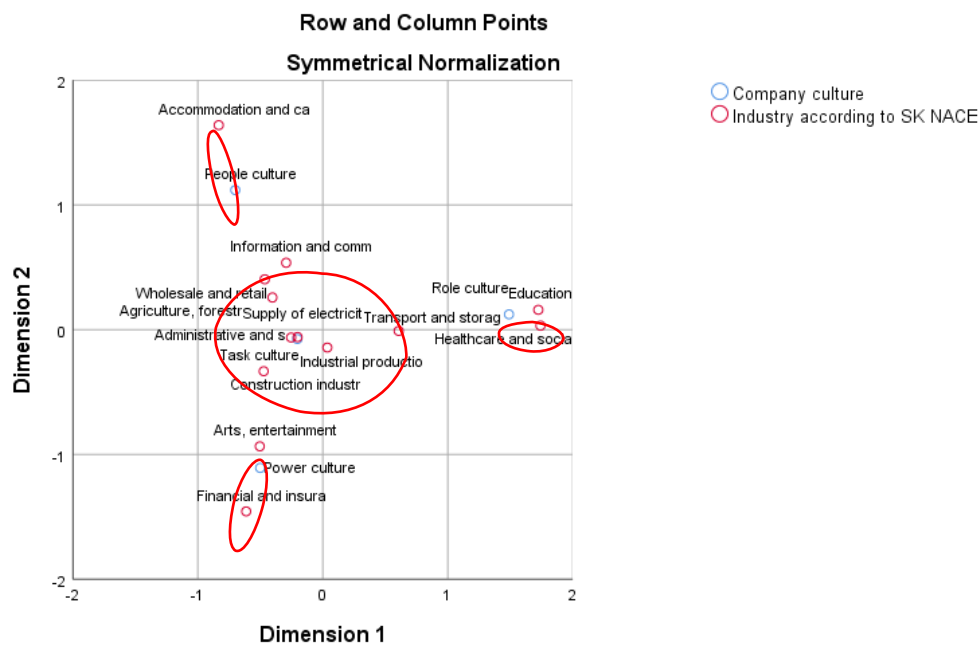


Figure 2. Correspondence map

Source: own processing

Given that in these areas there are strict rules and clearly defined norms and rules, the predicted result goes. The task culture is the most commonly used, as most industries are located around it. This is the electricity and gas supply industry, which is perfectly compatible with this culture, which is confirmed by the fact that up to 42 respondents indicated this type of culture in the questionnaire. Subsequently, I still have a very good match with the administrative and support services. Other industries using this culture are information and communication; wholesale and retail; agriculture, forestry, and fishing; transport and storage; industrial production and construction.

## Conclusions

Corporate culture is an integral part of every company. Many authors point out that a healthy and attractive corporate culture represents one of the most valuable advantages. Culture is one of the main factors that affect employee performance, workplace relations, and employee loyalty, but it also affects the performance of the company as a whole, brand image, or image. These factors affect the relationship between customers and the company. Corporate culture can be characterized as a set of elements, which include

customs, norms, rules, symbols, ideology, beliefs, rituals, myths, or heroes. In addition, it includes the collective mental programming of the members of the firm, as it analyses the identity of the members as an integral historical and social phenomenon that reflects the history of the firm, showing that the organizational culture informs the identity of the members of the firm.

We consider our two established goals, that the size of the company affects the corporate culture and the industry affects the corporate culture, to be fulfilled. It means, that we accept the alternative hypothesis in both cases. Proving the existence of a relationship between these variables was achieved using the Pearson  $\chi^2$  test. Based on the results, we can conclude that there is a moderately strong dependence between the industry and corporate culture. There is a weak relationship between firm size and industry. This points out to us that there are other factories that influence the type of corporate culture. For example, it may be the over-indoctrination of the business owner and top management. It can also be a factor in the company's country of origin. For example, companies from Scandinavia are based on a family atmosphere, good social relations, etc., which we demonstrated in our article Michulek and Križanová (2022). The influence of national culture on corporate culture was also discussed by Ansah and Louw (2019), Cerovic and Tomasevic (2006). Dahlgard and Dahlgard-Parks (2006) found that the use of TQM and its tools affects corporate culture. The relationship between management style and corporate culture was discussed by Landekic et al. (2016).

Because medium-sized businesses mostly adhere to a culture of roles, we may infer that they place a strong emphasis on well-defined positions on the Slovak Republic's territory. Microbusinesses mostly employ a power culture. This can come as a surprise to some people, given that micro-enterprises are typically expected to adopt a corporate culture that is centred on positive interactions and has a family-like environment. On the other side, this culture is built on communication, empathy, and mutual trust, and all authority is centralized in the person of the company owner. This trait suggests that the outcome is not entirely unexpected. Large organizations typically have a task culture. Large businesses frequently concentrate on attaining results by appropriately completing duties. It is marked by respect for one another and is excellent for organizations where work teams are formed. Small enterprises frequently adopt a people culture.

The culture of people is most widely used in the accommodation and catering services industry. The arts, entertainment, and recreation, as well as the financial and insurance sectors, are where power culture is most frequently deployed. This result is not unexpected given the significance of trust, empathy, and communication in these fields. Role culture is most frequently used in education, health care, and social assistance. The projected outcome is still valid since there are stringent regulations as well as clearly established norms and guidelines in these domains. Since most industries are built on it, task culture is employed most frequently. It has to do with the availability of gas and electricity, both of which are ideal for this culture. I continue to match extremely well with administrative and support services as a result. Other industries using this culture are information and communication; wholesale and retail; agriculture, forestry and fishing; transportation and storage; industrial production and construction.

As a limitation of our research, we can consider that not all branches of the Slovak economy were represented according to SK NACE. The online questionnaire was sent to enterprises belonging to all industries according to SK NACE, but not all enterprises filled out the questionnaire, and for this reason, industries such as mining and quarrying, water supply, real estate activities, professional scientific and technical activities, and public administration are not represented in our research and defence mandatory social security, other activities, or household activities as employers of undifferentiated activities in households producing goods and services for their own use.

The added value of the scientific publication is the summarization of theoretical knowledge about corporate culture, its types, or the method of dividing businesses

according to size in the Slovak Republic. In the good knowledge of the authors, this is a case study that deals with a problem that is not sufficiently covered not only in the territory of the Slovak Republic but also in the framework of international research. The research serves as a basis for other research focused on this issue carried out on the territory of the Slovak Republic, or as a basis for discussion by foreign authors.

As part of our research, we want to focus in the future on finding out whether the size of companies and the industry affect the management style. It will also be interesting to investigate whether the corporate culture has an impact on the management style, the occurrence of conflicts in the workplace, or the occurrence of bullying in the workplace. We will examine that but from the point of view of management style. Another thing that we would like to investigate in the future is whether the size of the company and the industry have an impact on the occurrence of bullying in the workplace.

**Acknowledgments:** *This paper is an output of the scientific project VEGA no. 1/0032/21: Marketing engineering as a progressive platform for optimizing managerial decision-making processes in the context of the current challenges of marketing management.*

## References

- Acar, A. Z., & Acar, P. (2014). Organizational culture types and their effects on organizational performance in Turkish hospitals. *EMAJ: Emerging Markets Journal*, 3(3), 18-31. <https://doi.org/10.5195/emaj.2014.47>
- Armenakis, A., Brown, S., & Mehta, A. (2011). Organizational culture: Assessment and transformation. *Journal of Change Management*, 11(3), 305-328. <https://doi.org/10.1080/14697017.2011.568949>
- Balková, M., Lejsková, P., & Ližbetinová, L. (2022). The values supporting the creativity of employees. *Frontiers in Psychology*, 12, 6689. <https://doi.org/10.3389/fpsyg.2021.805153>
- Barth, A., & Mansouri, S. (2021). Corporate culture and banking. *Journal of Economic Behavior & Organization*, 186(3), 46-75. <https://doi.org/10.1016/j.jebo.2021.02.010>
- Busro, M. (2018). *Theories of human resource management*. Prenamedia Group.
- Cerović, Z., & Tomašević, A. (2006). The impact of national culture on the corporate culture in global hotel companies. *Tourism & Hospitality Management*, 12(2), 93-102.
- Clouet, M. E., Alfaro-Tanco, J. A., & Recalde-Viana, M. (2021). La cultura como motor de la innovación social corporativa: descifrando sus factores clave. *Revista Empresa y Humanismo*, 24(2), 9-35. <https://doi.org/10.15581/015.XXIV.2.9-35>
- Cucek, M., & Mlaker Kac, S. (2020). Organizational culture in logistics companies and its impact on employee satisfaction. *Management: Journal of Contemporary Management Issues*, 25(2), 165-180. <https://doi.org/10.30924/mjcmi.25.2.9>
- Dahlgaard, J.J. & Mi Dahlgaard-Park, S. (2006). Lean production, six sigma quality, TQM and company culture. *The TQM Magazine*, 18(3), 263-281. <https://doi.org/10.1108/09544780610659998>
- Deal, T., & Kennedy, A. (1982). *Corporate cultures: the rites and rituals of corporate life*. Addison-Wesley.
- Do, H., Mazzarol, T., Soutar, G. N., Volery, T., & Reboud, S. (2018). Organisational factors, anticipated rents and commercialisation in SMEs. *International Journal of Innovation Management*, 22(02), 1850018. <https://doi.org/10.1142/S1363919618500184>
- Fahmi, I. (2016). *Introduction to human resource management concepts and performance*. Media Discourse Partners.
- Gazzola, P., Amelio, S., Grechi, D., & Alleruzzo, C. (2022). Culture and sustainable development: The role of merger and acquisition in Italian B Corps. *Corporate Social Responsibility and Environmental Management*, 29(5), 1546-1559. <https://doi.org/10.1002/csr.2290>

- Gorton, G. B., & Zentefis, A. K. (2019). *Social progress and corporate culture* (Working Paper No. w25484). National Bureau of Economic Research. <https://doi.org/10.1093/icc/dtac042>
- Grover, V., Tseng, S. L., & Pu, W. (2022). A theoretical perspective on organizational culture and digitalization. *Information & Management*, 59(4), 103639. <https://doi.org/10.1016/j.im.2022.103639>
- Harel, R., Schwartz, D., & Kaufmann, D. (2020). Organizational culture processes for promoting innovation in small businesses. *EuroMed Journal of Business* 16(2), 218-240. <https://doi.org/10.1108/EMJB-03-2020-0027>
- Isensee, C., Teuteberg, F., & Griesse, K. M. (2022). How can corporate culture contribute to emission reduction in the construction sector? An SME case study on beliefs, actions, and outcomes. *Corporate Social Responsibility and Environmental Management*, 1-18. <https://doi.org/10.1002/csr.2368>
- Isensee, C., Teuteberg, F., Griesse, K. M., & Topi, C. (2020). The relationship between organizational culture, sustainability, and digitalization in SMEs: A systematic review. *Journal of Cleaner Production*, 275, 122944. <https://doi.org/10.1016/j.jclepro.2020.122944>
- Janicijevic, N. (2013). The mutual impact of organizational culture and structure. *Economic annals*, 58(198), 35-60. <https://doi.org/10.2298/EKA1398035J>
- Jasso, M., & Menkyna, J. (2013, May 16). *Modern approaches to corporate culture survey* [Paper presentation]. Conference on current problems of the corporate sector 2023, Bratislava, Slovakia.
- Kirkman, B. L., Lowe, K. B., & Gibson, C. B. (2017). A retrospective on culture's consequences: The 35-year journey. *Journal of International Business Studies*, 48(1), 12-29. <https://doi.org/10.1057/s41267-016-0037-9>
- Koch, B., Gondhalekar, V., & Picard, J. (2022). The value of corporate culture: Relationships among values, industry, and performance. *Empirical Research in Banking and Corporate Finance* 21, 1-28. <https://doi.org/10.1108/S1569-373220220000021001>
- Koval'ová, M., & MačKayová, V. K. (2014). Typológia podnikovej kultúry na príklade vysokoškolského pracoviska. *Trends Economics and Management*, 8(21), 18-30.
- Landekić, M., Šporčić, M., Martinić, I., Bakarić, M., & Lepoglavec, K. (2016). Influence of leadership style on management and organizational culture of forestry company. *Šumarski list*, 140(1-2), 17-27. <https://doi.org/10.31298/sl.140.1-2.2>
- Lorincová, S., Miklošík, A., & Hitka, M. (2022). The role of corporate culture in economic development of small and medium-sized enterprises. *Technological and Economic Development of Economy*, 28(1), 220-238. <https://doi.org/10.3846/tede.2021.15983>
- Michulek, J., & Križanová, A. (2022). Analysis of internal marketing communication tools of a selected company in industry 4.0 using McKinsey 7S analysis. *Management Dynamics in the Knowledge Economy*, 10(2), 154-166. <https://doi.org/10.2478/mdke-2022-0011>
- Mojibi, T., Hosseinzadeh, S., & Khojasteh, Y. (2013). Organizational culture and its relationship with knowledge management strategy: a case study. *Knowledge Management Research & Practice*, 13(3), 281-288. <https://doi.org/10.1057/kmrp.2013.49>
- Nadanyiova, M., & Durana, P. (2019, May 30-31). *Corporate social responsibility as a brand value-enhancing tool* [Paper presentation]. The 8th International Scientific Symposium Economy of Eastern Croatia – Vision and Growth 2019, Zagreb, Croatia.
- Nazariana, A., Atkinsonb, P., & Foroudic, P. (2017). Influence of national culture and balanced organizational culture on the hotel industry's performance. *International Journal of Hospitality Management*, 63, 22-32. <https://doi.org/10.1016/j.ijhm.2017.01.003>
- Owusu Ansah, M., & Louw, L. (2019). The influence of national culture on organizational culture of multinational companies. *Cogent Social Sciences*, 5(1), 1623648. <https://doi.org/10.1080/23311886.2019.1623648>
- Paais, M., & Pattiruhu, J. R. (2020). Effect of motivation, leadership, and organizational

- culture on satisfaction and employee performance. *The Journal of Asian Finance, Economics and Business*, 7(8), 577-588. <https://doi.org/10.13106/jafeb.2020.vol7.no8.577>
- Pedersen, E. R. G., Gwozdz, W., & Hvass, K. K. (2018). Exploring the relationship between business model innovation, corporate sustainability, and organisational values within the fashion industry. *Journal of Business Ethics*, 149(2), 267-284. <https://doi.org/10.1007/s10551-016-3044-7>
- Perez-Cornejo, C., de Quevedo-Puente, E., & Delgado-Garcia, J. B. (2021). The role of national culture as a lens for stakeholder evaluation of corporate social performance and its effect on corporate reputation. *BRQ Business Research Quarterly*. <https://doi.org/10.1177/23409444211007487>
- Rashid, Z. A., Sambasivan, M., & Rahman, A. A. (2004). The influence of organizational culture on attitudes toward organizational change. *Leadership & Organization Development Journal*, 25(2), 161-179. <https://doi.org/10.1108/01437730410521831>
- Robbins, S. P., & Timothy, A. J. (2016). *Organization behaviour: menjadi perilaku organisasi*. Salemba Empat.
- Rocha, F. L. R., Gaioli, C. C. L. D. O., Camelo, S. H. H., Mininel, V. A., & Vegro, T. C. (2016). Organizational culture of a psychiatric hospital and resilience of nursing workers. *Revista Brasileira de Enfermagem*, 69, 817-824. <https://doi.org/10.1590/0034-7167.2016690501>
- Seidu, S., Opoku Mensah, A., Issau, K., & Amoah-Mensah, A. (2022). Does organisational culture determine performance differentials in the hospitality industry? Evidence from the hotel industry. *Journal of Hospitality and Tourism Insights*, 5(3), 535-552. <https://doi.org/10.1108/JHTI-11-2020-0208>
- Shaw, D. (2021). Plato's "Noble Lie" and the management of corporate culture. *Philosophy of Management*, 20(4), 457-470. <https://doi.org/10.1007/s40926-021-00168-y>
- Tama, K. M. (2019). Organizational culture mapping analysis through Organizational Culture Assessment (OCA). *Masyarakat, Kebudayaan dan Politik*, 32(2), 186-195. <https://doi.org/10.20473/mkp.V32I22019.186-195>
- Tellis, G. J. (2013). *Unrelenting innovation: how to create a culture for market dominance*. John Wiley & Sons.
- Tulcanaza-Prieto, A. B., Aguilar-Rodríguez, I. E., & Artieda, C. (2021). Organizational culture and corporate performance in the Ecuadorian environment. *Administrative Sciences*, 11(4), 132. <https://doi.org/10.3390/admsci11040132>
- Zainullin, S., & Zainullina, O. (2021). Scientific review digitalization of corporate culture as a factor influencing ESG investment in the energy sector. *International Review*, 1-2, 130-136. <https://doi.org/10.5937/intrev2102132Z>