

MANAGING CULTURE: HOW
INFORMED AND EFFECTIVE ARE
MANAGERS IN SMES ABOUT
ORGANISATIONAL CULTURE

by
Daniel Mendonça

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ABSTRACT

Managing Culture: How Informed and Effective are Managers in SMEs
about Organisational Culture

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This thesis explores the level of knowledge that managers in Medium sized Advertising agencies have about Organisational Culture and how important they consider culture to their agency's and employees' performance. They have also been questioned about their attempts to manage culture within their companies, and their effectiveness in this aspect has been evaluated. From that some of their main efforts, difficulties and challenges were discussed and analysed through the perspectives of both managers and employees.

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I n t r o d u c t i o n

Organisational Culture is today considered one of the most important factors of success among businesses all around the world. Tushman et al (1989) and Lok and Crawford (2004) agree that Organisational Culture has a direct impact on companies' performance. Lok and Crawford (2004) also show a link between good cultural practices and motivation among employees, while Schein (2004) affirms that companies that want to remain adaptive and succeed have to develop a culture that allows room for innovation and creativity. According to Denison et al. (2012) with a positive culture, an organisation is able to empower its employees, increase their outcomes as teams and even has more consistency over decision making.

It is a widely discussed topic in the business academic field, and it has been explored by a number of authors for over 20 years, who have defined it, examined it and evaluated its relevance through many different dimensions (Cameron and Quinn, 2006). Interestingly enough, before the 80s it received almost no attention from scholars, but from that decade onwards it became one of the most popular topics within organizational theory, according to Alvesson (1990). The author attempts to understand the reason for this sudden increase in interest, and for that he makes an analogy with a simple commercial relation, in which academic researchers are the ones who produce and sell content, while managers act as buyers and are actively seeking more knowledge on the subject. This relation meant that a popularisation of the topic on the business environment had a reflect on the academic field, which in return would provide more researches and insights for managers and entrepreneurs.

Even with the developing knowledge over the theme, such phenomenon was not enough to avoid a gap from taking place in between researchers and practitioners in the business environment (Denison, 2000). Today many companies still struggle on managing and improving their own cultures. One of the reasons for that, according to Denison (2000) might be the fact that most managers operate in a fast paced environment and occupy themselves with the search for immediate results, not considering the importance of Organisational Culture. Another reason for such a gap might be the fact that most of the research done in this field is focused on large and successful companies, which receive a lot of visibility from

both the media and academic case studies (Tushman, 1989). Some of the largest and most successful organisations around the world for the past previous years have been famous for good practices, yet a major part of the economy is still composed of Small and Medium Enterprises (SMEs) - in the Irish scenario that number reaches 99% of all businesses, according to the Irish Small & Medium Enterprises Association - and there is little available academic research about how these companies understand and manage their culture.

Thinking logically, it is clear that a manager in a SME will have less resources and capability to understand and manipulate its organisation's culture than a manager from a large and well-established company. Schein (1983) argues that all leaders and managers are constantly having an effect on their organisation's culture, being aware of so or not. The author explains how leaders are establishing and reinforcing values that will be adopted by their employees ever since the foundation of a company, by showing them how to act and react to a number of day to day situations. Kruger and Rootman (2010) agree about their importance and claim that leaders in SMEs are responsible for the productivity of the whole nation and have a positive relation regarding employees' motivation. So it is clear that leaders and managers have a considerable importance over their organisation's culture, even though many of them might actually be unfamiliar with some of these 'recent' yet trivial managerial concepts (Cheese and Cantrel, 2005). And since Organisational Culture is responsible for the creation of various competitive advantages, one could assume that a large number of SMEs are potentially not operating at their most optimal capacity.

For that this research will focus on the level of knowledge and effectiveness that managers from SMEs have over their companies' cultures; specifically trying to understand how much they know about the concept of Organisational Culture, how relevant they think this concept is to their enterprise and how able they believe they are of manipulating the environment and stimulating specific values and behaviours. To do this, managers and employees of 5 companies have been reached and questioned about these issues, while their responses were analysed and compared. The values and behaviours that managers believe to be transmitting are not always the same that are observed by the employees, and this will provide valuable insights regarding their effectiveness on managing Organisational Culture.

On the first chapter, the concepts and literature already developed over Organisational Culture will be properly explored and discussed, which will consist of the conceptual framework that will serve as the base of this project. Some of the most common trends and gaps will be highlighted and the context regarding the field of study will be explained. Following this, on Chapter 2 the Research Question and Hypotheses that were pursued during the execution of this research will be detailed along with the main objectives and limitations. Next, on Chapter 3 the methods used to obtain information will be detailed, which will be different for managers and employees, resulting in a combination of tools to explore the topic. Afterwards, on Chapter 4 the results obtained through research will be detailed and analysed, which will be discussed on Chapter 5. There the hypotheses and findings will be explored and evaluated according to the existing literature. Lastly, the conclusion will resume the most relevant aspects of the research, highlight its contribution and suggest further subjects and paths to be studied by researchers.

Chapter 1: Literature Review

There is today a considerable volume of researches and articles regarding Organisational Culture and other related aspects such as Organisational Climate and Values. There are also many other researches considering employees motivation and mindset, or managerial techniques to increase creativity, performance and innovation within companies. These researches focus on different aspects and will vary on proposing definitions, models or solutions. Tushman et al. (1989) pointed out how relevant culture was for organisations when attempting to increase performance and brought several examples of changes in results obtained by changes in the Organisational Culture. Lok and Crawford (2004) for instance, speak about how the culture can enhance employee's satisfaction and commitment regarding a company. Cheese and Cantrell (2005) also explore this question in a very practical way, and develop a list of steps that should be adopted by managers to create a positive culture - an uncommon proposal on the academic field, but very popular among practitioners looking for solutions. Balogun (2001) on the other hand, claims that every change in the organisation is related to a change in people's habits and cultures, emphasising how challenging it is to successfully manage a change in the company's culture.

All of these authors acknowledge the importance of Organisational Culture within organisations, and many of them concern themselves with the fact that most managers aren't aware of that importance. Almost all of them take time to define Organisational Culture before addressing the issue, which reinforces that fact. Ali Taha et al. (2016) gathers some of the most well established features related to the topic, and claims that:

"Organizational culture encompasses a broad spectrum of elements/ components: norms and standards; rules and ethical codes; (shared) values; beliefs and assumptions; rituals, rites, ceremonies and celebrations; language and jargon; symbols; (physical) artefacts; heroes; stories and myths; physical environment; rewards and recognition; power structures etc (p.9)

All of these topics have a sort of connection with the best established articles concerning Organisational Culture, specially since different authors have defined and characterized it in different ways. Such array of wide definitions and

connections aren't ideal for an academic research, and so the definitions and principles that will guide the conceptual framework of this project will be defined from now on. From different definitions it will also be possible to understand the common points in which authors from distinct backgrounds and specialties can agree, which will then provide a more solid concept of Organisational Culture. Other topics and themes that can be related to Organisational Culture will also be mentioned and their relevance highlighted. In a subjective field like Business Academic Research it is clear how factors rarely act in isolation and will be related to many other aspects.

Definitions

So the first pieces of literature to be mentioned will be from authors who tried to define and understand the basic principles of Organisational Culture. One of the most popular and simple definitions is the one attributed to Mullins (2007), becoming a known jargon attributed to senior professionals: "how things are done around here". Jacques (1951) has a previous and yet more consolidated definition than the one aforementioned by Mullins (2007). He defined culture as the traditional ways of thinking and doing things in an organisation, which are shared to a greater or lesser extent by all existing members and are meant to be learned by new members in order for them to be accepted. Both of these definitions share an important notion of "behaviour" and Jacques(1951) emphasizes as well on the abstract notion of "values", since Culture will include the "doing" and the "thinking" of members in an organisation. These aspects are widely accepted as being vital components of Organisational Culture, and will commonly be understood as the manifestations of this culture. Enz (1988) argues that the elements that define culture, such as norms, rituals and symbols all tend to revolve around values.

Schein (1990) complements this notion with his theory of the three levels of culture. The author claims that culture is composed of the combination of three distinct levels, each containing its own features and specificities and having a distinct impact on how people behave and how they believe they should behave. They will be described below:

Artifacts: The first layer consists on the visible Artifacts existing in the company's environment, which will basically be everything that can be perceived by

an external observer, ranging from the dress code to the architecture of the company. The format in which people communicate, their formality, their openness and even their lunchtime habits will all be perceived as visible manifestations of their culture, both affected by it and responsible for reinforcing it. This layer is the easiest to observe, but Schein (1990) alerts that an interpretation of the artifacts alone is not enough to understand a company's culture or the true meaning of these artifacts. They only represents a superficial layer of an organisation's culture, and an outsider may attribute his own beliefs to the meanings of such aspects. The author gives the example of how one could assume that a formal company is more bureaucratic and less innovative, or how a unformal company could be viewed as inefficient, based on the viewer's opinion.

Exposed Values and Beliefs: To investigate the second layer, an observer would need some insights from the company's employees, to interpret the shared values and beliefs. A company's values and beliefs will derive from the ones shared by the first leaders and founders or from those that came as a result of their actions on situations throughout the years. Weiner (1988) says that shared values are the very core of a social unit and are what enable an Organisational Culture to exist. When members perceive that certain behaviours work and are approved by others consistently, they begin to take them for granted and stop questioning them at all. These values therefore are much more subtle than a company's Values Statement or any similar. In many occasions an Organisation will claim to reinforce or value specific values, but their practical actions will reinforce opposite values. In this case, the author gives the example of companies that promote teamwork, but reward individuals based on their own individual accomplishments. These values should still be somewhat simple for employees to identify and understand, but they still leave large areas of behaviour unexplained. These will be further explored in the next level.

Basic Underlying Assumptions: Assumptions will be made in a similar but much more profound way than underlying values would usually be propagated. They work similarly in the sense that they are reinforced throughout time and eventually become a reality for the involved, but in a deeper level. They will be taken for granted in such a way that it does not naturally come to mind to ever question an assumption, which means they will always be the base of behaviours of individuals in that company. It is unconceivable to act in a way opposing members' basic

assumptions, and since they operate in an unconscious level they are hard even for an insider to identify. One of the examples given by Schein (2004) regards engineering, a field which contains as one of its basic assumptions the notion that safety is essential, and therefore one would not deliberately design an unsafe product.

Schein (1990) then claims that to properly understand an organisation's culture is through qualitative methods involving the consultant's perspective aligned with the insider's perspective, as an effort to comprehend all the three levels. Since the author has this perspective on how unique and specific each culture is, he does not have a simple model to classify or categorise different types of cultures. This is an attempt pursued by other authors, who will be discussed next.

Models of Culture

Several authors have tried to conceptualise and further define Organisational Culture, not only concerning themselves about understanding the principles of this phenomena, but also classifying it in different models and within unique dimensions. Chatman and Jehn (1994) argue that it is important to demonstrate that a set of replicable dimensions exist for it to be possible for industries and organisations to have their cultures compared, even when the magnitude of these dimensions vary largely across companies. Cameron and Quinn (2006) have a very good illustration on the variety of such dimensions that authors came up with:

"In the last couple of decades, writers have proposed a variety of dimensions and attributes of organizational culture. To illustrate the variety of dimensions represented, a few are mentioned here. For example, Sathe (1983), Schein (1984), and Kotter and Heskett (1992) are among those who argued for cultural strength and congruence as the main cultural dimensions of interest. Alpert and Whetten (1985) identified a holographic versus idiographic dimension as critical when analyzing culture. Arnold and Capella (1985) proposed a strong-weak dimension and an internal-external focus dimension. Deal and Kennedy (1983) proposed a dimension based on speed of feedback (high speed to low speed) and a degree-of-risk dimension (high risk to low risk). Ernst (1985) argued for people orientation

(participative versus nonparticipative) and response to the environment (reactive versus proactive) as the key culture dimensions. Gordon (1985) identified eleven dimensions of culture: clarity and direction, organizational reach, integration, top management contact, encouragement of individual initiative, conflict resolution, performance clarity, performance emphasis, action orientation, compensation, and human resource development. Hofstede (1980) focused on power distance, uncertainty avoidance, individualism, and masculinity, and Kets de Vries and Miller (1986) focused on dysfunctional dimensions of culture, including paranoid, avoidant, charismatic, bureaucratic, and politicized dimensions. Martin (1992) proposed cultural integration and consensus, differentiation and conflict, and fragmentation and ambiguity." Cameron and Quinn (2006, pp. 31-32)

The authors keep on arguing that the reasons for so many different dimensions and interpretations of Organisational Culture is due to the broadness of the concept. It has such an inclusive and complex aspect that it's basically impossible to include all possible relevant factors in a single framework, just as it's not correct to say that one framework is right while the others are wrong. While analysing Organisational Culture one can always argue that a new and unexplored element is relevant. So in order to determine the dimensions that are the most important to explore, it is important to have at least one theoretical foundation that is based on empirical evidence and is able to integrate and organise the dimensions being proposed (Cameron and Quinn, 2006).

On an attempt to establish some of these dimensions, Chatman and Jehn (1994) have developed an interesting model, which considers seven dimensions and does not intend to classify organisations into specific categories, but rather define what aspects are more or less characteristics of each organisation. That is still one step away from the notion that every organisation is unique and cannot be compared, as argued by Schein (2006). The dimensions analysed by Chatman and Jehn (1994) are innovation, stability, respect for people, outcome orientation, detail orientation, team orientation, and aggressiveness. The factors will be analysed through a tool, which will compare the importance of each aspect related to each other, a method called OCP (Organisational Culture Profile). The OCP has a high reliability standard and has been developed and tested in empirical researches and studies. Still, since the main objective of this study is not to analyse organisations

regarding those 7 specific dimensions, this model alone would not be enough to study the topic.

Cameron and Quinn (2006) have also developed an interesting model to identify and classify a company's culture, known as the Competing Values Framework. These authors claim that organisations will have a different perspective on what it means to be successful, and these perspectives are what will be defining their values, behaviour and culture. Through extensive research about these effectiveness criteria, they have determined that organisations will vary in between two main dimensions: if they are focused on the external or internal environment - if they are externally adaptable versus internally harmonious - and if they value more flexibility or control. Depending on which values a company identify itself more with, it can be classified as one of four types of cultures, and as the values represent opposite sides of the spectrum, hence the name "Competing Values Framework". Through their Organisational Culture Assessment Instrument (OCAI), they can define what is the dominant orientation of an organisation and even determine its cultural strength, cultural type and cultural congruence. The classifications of culture based on the quadrants are as follow:

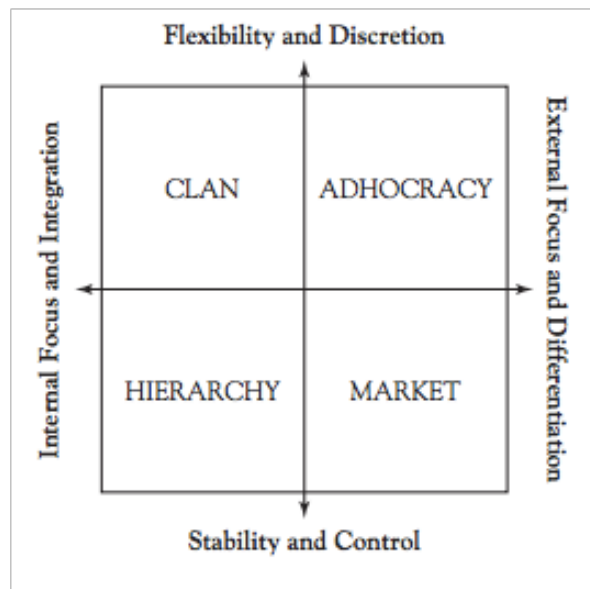


Figure 1 - Competing Values Framework

- **Clan Culture:** A very friendly environment, similar to a large family, with people cooperating a lot and having much in common. Employers are empowered and customers are treated as partners. Leaders are seen as mentors or father figures, and the organisation is held together by loyalty and tradition. Success is defined by addressing the clients' needs and caring for the people - Human Resource development is greatly emphasised.
- **Adhocracy Culture:** Culture based on constant innovation and change. Leaders are seen as innovators and risk takers, and the environment stimulates the constant pursue of knowledge, trends and experimentation. The availability of new products or services is seen as success, and the organisation promotes individual initiative and freedom.
- **Market Culture:** This type of culture is based mainly on execution transactions with the external environment in order to increase its competitiveness and results. It emphasises finishing work, reaching goals and getting things done. Leaders are seen as producers, drivers and rivals at the same time, having high expectations and proving to be tough. The emphasis on winning keeps the organisation together - even rivalry among different branches tend to happen and is used to motivate people. Market penetration and stock are the definitions of success.
- **Hierarchy culture:** This type of culture opposes Market Culture in the sense that it faces its internal environment in the first place, and it differs from the Clan culture because of its need for control. It is based on a bureaucratic, structured and formalised work environment, where procedures decide what people do and leaders are proud of the efficiency based on their coordination and organisation. Long term goals are stability and results, paired with efficient and smooth execution of tasks. The leader is a coordinator and what defines success is a trustful delivery, smooth planning and low costs.

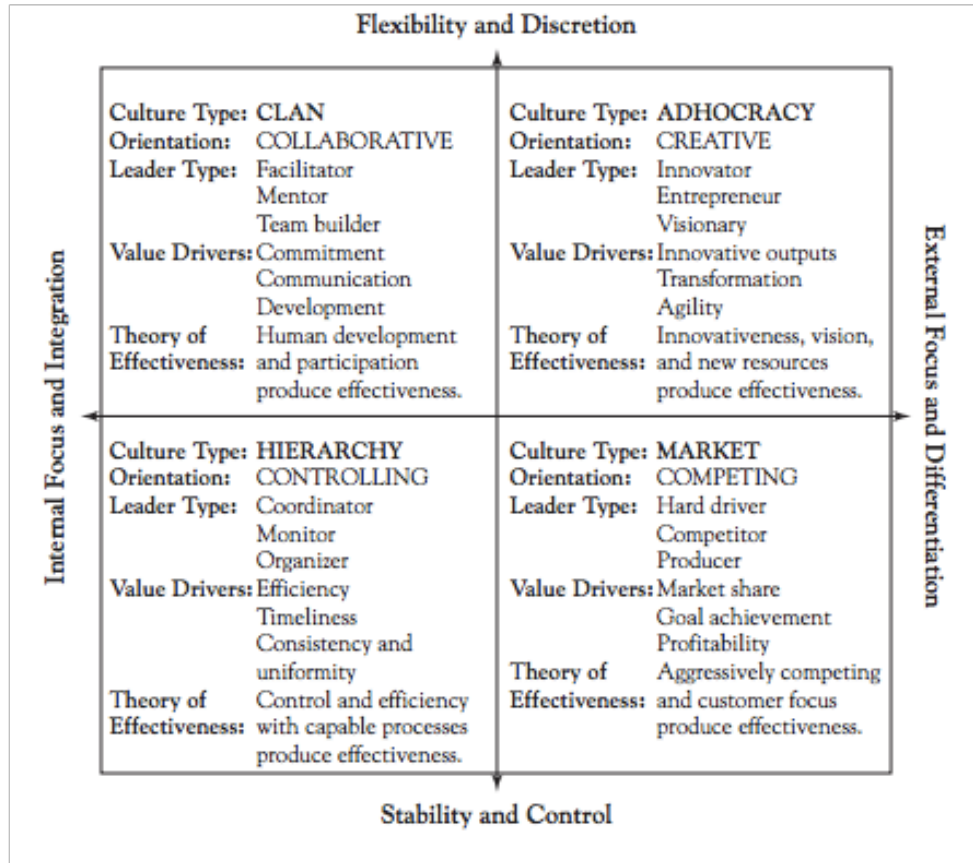


Figure 2 - Detailed Competing Values Framework

Cameron and Quinn (2006) claim that leaders that operate according to the same values as the ones relative to their organisation type are recognised as more successful and have a better development in their specific scenarios. A leader in a adhocracy culture has to be a rule breaker, while one in a hierarchy culture acts as a rule reinforcer. The main strategies and quality control techniques that organisations should adopt will depend largely on these factors as well, according to the authors. Considering all these factors it is noticeable how this model can have a practical use and may present an interesting profile of an organisation's culture. Naranjo-Valencia et al. (2011) reinforces the role that companies with some of these cultures will fill in the market. The authors' research indicates that culture is a clear determinant of innovation strategy and that firms with an adhocracy culture will

tend to act as innovators, while hierarchical firms will be imitators. Next, this model will be compared to other models and frameworks.

Chatman and Jehn (1994) also dig deeper in their research and have some interesting findings, that will even impact on the decision of the chosen model for this project. The authors claim that organisations within the same industries tend to be similar to each other in these dimensions, and therefore assume that the industry environment itself has a visible effect on Organisational Culture. The authors can see some relation in between the type of technology and the pace of growth in the industries and their most prominent cultures, but will say that there are many factors yet not considered and that may also impact this. Nevertheless, this finding may indicate the model proposed by Cameron and Quinn (2006) may not to be enough to classify the targets for this project, since it will focus on companies of similar sizes, that work on the very same industry and city, and therefore might be very similar regarding their culture types and fall all into similar categories. For these reasons, another model will be described and will be included on the project's conceptual framework.

The next model that will be considered and used for this paper will be the one described by Denison (2000), for a number of reasons. The author has kept on publishing and analysing models proposed by other researchers, and his model has been put to test several times by his client companies. He also mention the gap between the academy and the practitioners on the market, claiming that most researchers actually focus more on Organisational Climate than Organisational Culture. McLean (2005) agrees on his study that this is a very common confusion to be made on the academic field, and points out that it is important that these terms are clearly distinguished, for they have their own implications on organisational creativity and innovation. Denison and Neale (2000) briefly define Organisational Climate as 'how the organisation feels to its employees', which they consider as an indirect and limited way of comprehending the actual features of culture. They consider that Organisational Culture is based on a widely shared set of beliefs and values, which will actually affect the behaviour of employees. His model is very detailed in what are the specific aspects to be considered when evaluating culture. The model is relatively easy to implement, consisting of a 60 item survey - named Denison Organizational Culture Survey (DOCS) - and can be applied to all levels of

organisations, therefore it's viable to be used to contrast employees and managers' opinions.

Denison (1989) realised that organisations with a culture of inclusivity, coordination and learning would overall present a better performance than companies that did not possess similar characteristics. He considers 4 essential traits that will serve as a basis for culture, each of which will be analysed according to 3 indices that depend directly of managerial practices. The author's interpretation of each trait comes from an analysis of members of an organisation on how strong is the company's behaviour regarding each aspect. If a company is performing well, it will achieve a high score on that index, which will indicate how functional is its trait. The author has conducted empirical tests on large samples of companies considering each trait and the financial performance of companies, taking into consideration figures as Sales Growth and Return on Assets (Denison, 1989). He found that there is a clear relation between the traits and companies performance, which he still uses as an argument to sell his culture evaluation model to firms. The traits and their relations will be explained next:

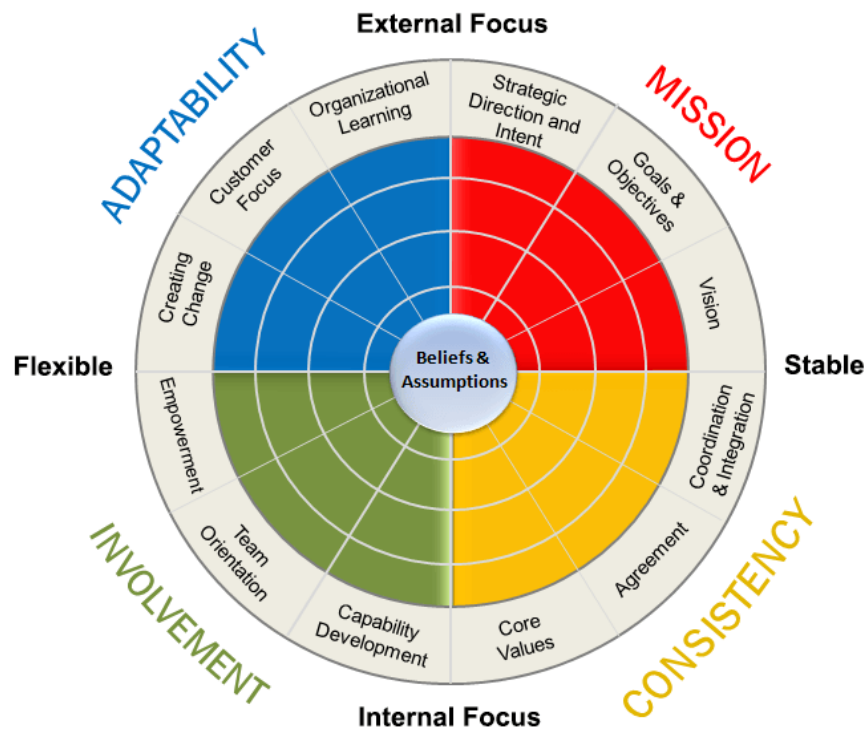


Figure 3 - Denison Organizational Culture Model

Adaptability: This represents the organisation's capacity to adapt and react to change. It demonstrates how the organisation is able to focus on the consumer and learn, both from external and internal influences, and if it's able to respond to these environments properly. Therefore the three indices that are essential to interpret this trait are the company's capacity of creating change, customer focus and organisational learning.

Mission: The company's vision and strategic objectives. This trait is related to the way the company views its future state and what it intends to do. Denison et al. (2000) stated that this might be the most important cultural trait of all. If members are able to understand and identify a company's mission, they are to obtain success. A sense of mission will allow an organisation to shape its current behaviour.

Involvement: This trait is what establishes relationship among employees, and between them and the organisation. The amount of effort the company spends on empowering, developing and integrating them as a team will be relevant for this question. Organisational Cultures that are seen as highly involved rely on voluntary and informal control systems, for people feel responsible and committed to the organisation. The indices of involvement are empowerment, team orientation and capability development.

Consistency: This trait is about how consistent and integrated is the organisation's behaviour. It is based on its core values and on the sense of identity and expectations created by these; therefore it is clear what should and shouldn't be done. It is also based on how members are able to agree on critical issues, and on how coordinated they are. Denison and Neal (2000) claim that a consistent organisation will be able to react well to unpredictable environments and that a strong culture works better when based on implicit control systems, which are key to consistency. The indices for this trait are coordination and integration, agreement and core values.

The model, as seen in Figure 3, is divided into four quadrants, each representing a trait, and is delimited by two axes: a vertical indicating "External Focus" versus "Internal Focus" and a horizontal indicating "Flexible" and "Stable". These quadrants and axis, differently from the ones defined by Cameron and Quinn (2006) are not exclusive and opposite to each other, in a sense that a company can,

at the same time, focus on its external environment and still value its employees on the internal environment. Denison and Neal (2000) claim that even though some of the traits may seem contradictory, a successful organisation should be able to reflect all these characteristics. Therefore the axis serve as a way to explain which traits are closely related to which company characteristic. The traits of Mission and Adaptability are completely focused on the External environment, while Involvement and Consistency are based on an internal atmosphere. At the same time Adaptability and Involvement will reflect on how Flexible and able to perform in unexpected circumstances the organisation will be, while Mission and Consistency will define how stable, organised and controlled a company is. The fact that both Denison et al. (2012) and Cameron and Quinn (2006) utilise the same terms to evaluate organisations' behaviour - Internal and External focus; Flexibility and Stability - makes it so that a company can be analysed through the criteria established by Denison (1989) and still categorised by a culture type defined by Cameron and Quinn (2006). The combination of these models will provide the tools for a consistent cultural analysis and should provide valuable insights.

This section explained why Organisational Culture is so explored through models and frameworks, in which dimensions have to be defined and prioritised due to the broadness of the concept (Chatman and Jehn, 1994. Cameron and Quinn, 2006). Only by this, comparisons between different organisations and industries is possible, as the model proposed by Schein (2004) comprehends mostly qualitative factors, but does not address this situation. All of these models comprehend that a company's values, management style and its focus on the internal or external environment will have a clear impact on Organisational Culture. There is no 'right or wrong' in this exercise, as models aren't assumed as definitive and are not able to consider all possible dimensions within organisations that may have an impact on culture (Cameron and Quinn, 2006), therefore their assumptions and findings about Organisational Culture may continue to be used; specially since they share many similarities about the most relevant aspects of Organisational Culture.

Organisational Culture in SMEs

There is definitely a lack of information regarding Organisational Culture in SMEs. Most of the examples brought by authors either explore the culture in large companies or don't take company size into consideration (Denison 1989; Schein 1990; Denison and Neal 2000; Balogun 2001; Cameron and Quinn 2006; Ali Taha et al. 2016) The marketplace metaphor described by Alvesson (1990) indicates that the topic may have become more popular due to the market's demand, and thus it makes sense that most attention was given to successful practices in successful companies. Firstly because large organisations tend to have a reasonable income to invest in research and development, and would've been more likely to sponsor these researches. Also, this also happens because according to Denison (2000) companies are interested and try to imitate practices that they see as successful. These may have an effect on their own organisation, but Organisational Culture may turn to be a competitive advantage that is hard to imitate.

Therefore it is noticeable how researches on the field tend to focus on the positive outcomes of a positive culture, while it is hard to find publications about the topic within SMEs and specially about the effects of a hindering culture in these companies. In fact, many studies published about Organisational Culture in SMEs are fairly recent, most in the format of Case Studies and concerned about specific scenarios (Edlund and Nilsson 2007; Kruger and Rootman 2010; Chittihaworn 2011; Feeney 2016; Rasmussen 2013). Most of these authors even recommended further studies about SMEs in their particular scenarios, since some cultural aspects could be difficult to generalise. One exception can be briefly seen as Cameron and Quinn (2006) make an interesting analysis on how a company's culture usually goes through a change process as it increases in size and becomes more successful in its business. This could easily be applied to further studies over cultural differences on SMEs and large organisations, and on why and when these cultures changed. Cameron and Quinn (2006) have observed that:

"In the earliest stages of the organizational life cycle, organizations tend to be dominated by the adhocracy quadrant—without formal structure and characterized by entrepreneurship. They are largely devoid of formal policies and structures, and they are often led by a single, powerful, visionary leader. As they develop over time, they supplement that

orientation with a clan culture—a family feeling, a strong sense of belonging, and personal identification with the organization. Organization members get many of their social and emotional needs fulfilled in the organization, and a sense of community and personal friendship exists. A potential crisis frequently arises, however, as the organization grows. It eventually finds itself faced with the need to emphasize structure and standard procedures in order to control the expanding responsibilities. Order and predictability are needed, so a shift to a hierarchy culture occurs. That reorientation frequently makes organization members feel that the organization has lost the friendly, personal feeling that once characterized the workplace, and personal satisfaction decreases. The hierarchy orientation is eventually supplemented by a focus on the market culture—competitiveness, achieving results, and an emphasis on external relationships. The focus shifts from impersonality and formal control inside the organization to a customer orientation and competition outside the organization. It is the case, of course, that mature and highly effective organizations tend to develop subunits or segments that represent each of these four culture types. R&D may be adhocratic, for example, whereas accounting may be hierarchical in culture emphasis. Almost always, however, one or more of the culture types dominate an organization" (Cameron and Quinn 2006, pp. 53-54)

A theme that can be linked in many ways to the studying of Organisational Culture in SMEs is the influence that leaders and managerial techniques will have on these cultures. Smaller companies will suffer a stronger influence from their leaders (Chatman and Jehn, 1994) and thus culture could play a slightly different role. Cameron and Quinn (2006) explain the three most common ways in which an Organisational Culture is established: through the founder's influence; through the natural challenges and obstacles that it has to overcome; or by a conscious decision from the management team to improve their company's performance. It is noticeable that, as argued by Schein (1983), even the unaware leader will have a significant impact on building up its company's culture, and that in all three possibilities culture is built from the top-down, by leaders and managers. In fact, Schein (1983) believes that some of the most powerful mechanisms of establishing values are implicit, such as role modelling and leaders' reactions to crucial events.

The author claims that a founder's influence is so big that it tends to impact an organisation for many generations of employees.

Kruger and Rootman (2010) analyse the relationship between management style and employees satisfaction and commitment in SMEs. The factors examined by the authors have a clear connection to Organisational Culture, as they analyse aspects as working conditions, employee participation, managerial abilities, company policies, recognition and feedback. The results show a positive relation between all these factors and employee motivation, which indicates that leaders and managers do have an influence over culture. Still, there are many possibilities to be explored considering managers' influence and knowledge over their company's cultures, specially in Small and Medium Enterprises.

Another gap found in the literature review is related to the fact that most of the recent publications are only focusing on the performance aspect of Organisational Culture, both in the SMEs universe or in the large organisations scenario. Authors have been more concerned with defining Organisational Culture or evaluating its impact on businesses' performance (Denison 1989; Schein 2004; Cameron and Quinn 2006; Ali Taha et al. 2016). This indicates that there is still potential to be explored in this field. Within the studies concerning SMEs mentioned above, only Yusof et al. (2012) and Feeney (2016) do not take as their main focus the performance increase generated by Organisational Culture. Yusof et al. (2012) instead analyses the particularities of the ecotourism culture and how it is being constructed in emerging economies, while Feeney (2016) analyses culture change in a specific Irish organisation and tries to identify the aspects that have been transformed.

This research then shares a similar intention, meaning to analyse how well diffused and developed are the concepts related to Organisational Culture on a managerial level in SMEs. Therefore the research does not proposes to evaluate how these organisations' performance is affected by their cultures nor how they tend to change over time. It will explore the lack of articles in managerial knowledge and influence on SMEs, aligned to how this knowledge will perform in a matter of culture development, in the employees' perspective, rather than financial performance.

Organisational Culture on the Creative Industry

Chatman and Jehn (1994) cite some important principles for conducting research within this topic. The authors say that to understand cultural variation across firms and industries, research should clarify the level of analysis that will allow systematic comparisons within and across industries; and also would need to verify particular industry characteristics that influence organisational culture. For this it was considered interesting to bring some context from the industry in which the target companies discussed in the research were from. In between the existing researches concerning Organisational Culture, it is constantly reinforced that it has an effect on the company's innovation and on employees' creativity (Chatman and Jehn, 1994; Denison and Neal, 2000, Martins and Martins, 2002; Imai, 1986, Naranjo-Valencia et al., 2011, Telis et al., 2009; Westwood and Low 2003; McLean 2005), but only a few articles specifically talk about the specific effects that Organisational Culture may have over these aspects (Naranjo-Valencia et al, 2011) and even fewer talk about its relevance inside companies acting in the Creative Industry itself. Martins and Martins (2002) develop a model specifically to interpret how and why Organisational Culture is able to affect creativity. They define some dimensions used to describe Organisational Culture and some determinants within that culture that influences creativity and innovation. Through the model an organisation would be able to identify the degree of which its culture stimulates these aspects and review its behaviour on what was not desirable. The model is as follows:



Figure 4: Martins and Martins model on Culture and Creativity

Ali Taha et al. (2014) developed an interesting research which complements the findings on the model above. The authors also attempted to find the relation between some elements of Organisational Culture and their impact on creativity and innovation, but sought for empirical evidence and were able to even compare the elements in order to find out which of them were more relevant for stimulating individual creativity. Ali Taha et al. (2014) listed five elements, which are: employee alignment with the organisation; implementation of ideas; psychological safety; open team communication and good interpersonal relationship. The relation of these aspects with Organisational Culture is clear, and they would all depend directly on managerial techniques and on the organisation's values and behaviour. According to the authors, all of these factors will have a positive relation with the development of creativity and innovation, but the most impactful ones on the

research were psychological safety and good interpersonal relationship between the employees.

These researches may illustrate how important Organisational Culture is to the creative industry, but there is still a noticeable gap in the current literature, which can be slightly explored in this work. It is also important to bring some context about exactly what kind of market inside the industry is being considered for the research. The field of advertising agencies in Brazil is relatively well developed and does contain some academic literature, but the specific scenario of Brasilia, in which the researched agencies are located, is very specific and explored by only a few authors, such as Katrine (2014) and Mendonca (2014).

The main singularity found in this market according to Katrine (2014) and Mendonca (2014) is the fact that the most successful advertising agencies in the region are constantly disputing among themselves to be able to work for federal clients. When agencies are selected in contests they are allowed to participate in jobs for the government for specific periods of time - usually a whole year - and are expected to be very well paid for that. Mendonca (2014) claims that according to official data the government is the biggest announcer in the whole country, with an advertising budget of over 500 million Euro per year spread out across its several junctions. For that, agencies from all over the country open a operation hub or even a full base on the city, which is a requirement for taking part in these contests. That creates a unique environment, very different from the markets of São Paulo and Rio de Janeiro, in which private companies dominate the market (Katrine, 2014). Despite the fierce competition between large companies, Medium and Small agencies may still get a share from this market. Because most large agencies focus on federal clients, some of the local private clients are available for the SMEs. The market is still relatively unstable, since government shifts and scandals immediately affect the agencies' budgets and threat their survivability.

Steel (1998) talks a bit about the agencies workflow. An advertising agency is usually divided in a unique set of work-divisions, rather than the average business which has a sales department, marketing, product development, etc. due to the reason that it operates in a specific environment, similar to the service sector mentioned by Chatman and Jehn (1994). Steel (1998) affirms that the agency is usually divided in four different areas - with variations depending if part of the

service is outsourced or if the agency delivers a specific service - which have specific roles regarding each job. The account manager is the one who speaks directly with the client and is responsible to brief the team, set deadlines and monitor the job. Next there is an account planner, who will define a specific target audience, strategies, and medias which can be used to achieve the desired results. Afterwards the job goes to a creative team, usually consisting of a designer and a copywriter, to further develop a creative solution. Lastly a producer will see that the job finally gets done, and will negotiate prices, find the best materials and coordinate all the production of the pieces. Through this process, every professional working on the agency has a contribution on the job, and an opportunity to aid creatively to the project. Even though some sections such as account management and account planning will have a mindset more focused on the strategy than on creativity, they will impact directly the creation team with insights and directions for them to develop the job. It is a job that is directly connected to creative thinking, collaboration and research, which will be affected by the place's Organisational Culture.

Since professionals in this field are used to working with abstract concepts and ideas (Steel, 1998), they will very likely already possess some sort of knowledge over the concept of Organisational Culture and its implications on their own organisation. The aspects mentioned by Ali Taha et al. (2014) are commonly stimulated in these environments as means to increase productivity and members' creative potential, but regarding an external perspective and not their own organisation. The kind of culture that will exist in these companies may have a significant effect over their behaviours, and due to the division of labour in separate areas, managers could be limited in which aspects of culture they are able to manipulate. Because this is a field with such little research and could be easily accessed for this project, the research could provide some valuable insights on such a unique market.

Conclusion

Most of the authors mentioned share relevant similarities and differences when discussing Organisational Culture. They agree that culture will be based on both structural and behavioural aspects of the company, but their opinions diverge

on the specific aspects and dimensions that will be more relevant, as well as on the amount of control that organisations have over those aspects. There are many interesting models and concepts to be explored, none of which should be considered right or wrong (Cameron and Quinn, 2006), but more or less appropriate considering which dimensions should be explored.

Even though a great number of articles and books have been produced since the 80s regarding this topic (Alvesson 1990, McLean 2005) it is still noticeable how most of them share similarities on their scope, goals and dimensions. Most recent articles focus on the effects of Organisational Culture on employees or companies' performance. Most of them are not focused on Small and Medium Organisations, and only a very few will explore the developing of culture itself inside an organisation or industry.

This research shares a proposal similar to the one in Yusoff et al. (2012), in which the actual process of cultural development in a specific scenario is what will be studied. In the end, this research will be attempting to find out how is the influence of Organisational Culture in managerial practices within SMEs. Hopefully it will contribute to the understanding of how are the principles of a good Organisational Culture currently acting in the marketplace, explaining part of the gap between managers and scholars. Also, it might be an incentive for new articles to be created focusing on the education of managers in SMEs environments, who will behave as a different target than the top level manager in large organisations. It could be an incentive as well for future researches regarding Organisational Culture in the creative industry, since this unique environment might present a different pattern regarding this topic.

Chapter 2: Research Question

Essentially, the research will be addressing a point that is not frequently discussed in the Organisational Culture spectrum, which is the awareness regarding culture in SMEs in the creative industry. The objective is to have an understanding of managers' knowledge over culture in both the theoretical and practical aspects, so a number of points have to be investigated. First it is important to know if they have a basic level of understanding about the topic - if they ever heard of it and if they know what it is - not necessarily concerning if these are academic concepts or models used in literature. To further explore their level of knowledge it will be also interesting to understand if they comprehend the level of impact that their own Organisational Culture could have over their employees. And to reassure that they comprehend the relevance of this topic, it will also be investigated if they try to actively manipulate and improve their organisation's culture. Lastly, their knowledge and effectiveness on the practical and theoretical level will be tested, when the employees' perspective will be compared to theirs.

In short, the research proposes itself to find out:

WHAT managers know about Organisational Culture?

HOW important they believe that culture is to their company?

WHAT do they do to influence it (if they do)?

HOW good are they in influencing it?

All of these questionings will be resumed in the question:

How managers in Advertising Agencies view the importance of organisational culture and how effective are their actions on developing that culture within their companies?

Some hypotheses have arised from the previous research and from the knowledge about the industry. First, because managers in advertising agencies are constantly working with abstract ideas and concepts (Steel, 1998), it is expected that they have some knowledge over Organisational Culture and their impacts on companies. Steel (1998) also claims that the work of advertising professionals involve stimulating behaviour, motivating and changing the mood of its target

audience, therefore the potential of such a concept should not surprise these managers. Also, the techniques and functions of internal market are well known by them and often deeply connected to the objectives of the development of a good Organisational Culture. For these reasons, the first hypothesis is:

H1: Most managers in advertising agencies will know what Organisational Culture is and will say it is important.

Although they will probably understand the concept due to technical knowledge, they might not have avoided the gap in between scholars and practitioners. Therefore it is expected that even if they do have some knowledge over the concept, they will lack the tools and specific knowledge to influence significantly in their organisation's culture. Schein (1983) claims that this is something that happens constantly in many business environments, when managers attempt to stimulate certain behaviours or reward specific values but end up generating different results. Or similarly to what Imai (1986) narrates that happened to American managers as they found out that the Japanese competitors had an Organisational Culture that was more efficient. Managers were interested in finding out why the Japanese were so competitive and were not fully satisfied with their own organisations, but they didn't know exactly what they had to change to stimulate such productiveness in their own scenario. For that reason, it is likely that among the managers researched they find the culture in their company is not as well developed as they would like. Because of that, the second hypothesis is as follows:

H2: Most managers will not be fully satisfied about their Organisational Culture.

Denison and Neal (2000) shows in his model how some traits for Organisational Culture will be focused on the internal or on the external environment, and the amount of attention that a company invest in such specific aspects will definitely have an influence on employees' behaviours and attitudes towards their managers' efforts in developing their organisation's culture. This particular trait is yet to be analysed in among the researched organisations, but it is possible to believe that companies with a better developed internal culture will have employees and managers in a better sync than other kinds of companies. This could mean for the research that employees in such organisations could potentially be more aware of their managers' practices and efforts. So the next hypothesis is:

H3: Employees from companies with a good internal culture will be more in sync with their managers' efforts to improve Organisational Culture.

The objective of this research is to find out what managers in SMEs know about Organisational Culture, how important they find and how effective they are at managing it, therefore it is expected that a relation between these three variables is made. It is expected that managers who are better informed about the topic will also tend to value it more and dedicate a larger effort towards it, therefore being more effective. And since they have this knowledge, they might have a theoretical basis to guide their actions, which will aid them in the management of Organisational Culture. Therefore, the last hypothesis to be explored is:

H4: Managers who understand and dedicate themselves more to the development of a strong Organisational Culture will be more effective at it.

From the question and from the hypotheses defined, the objectives expected to be accomplished are:

- * Measure the level of understanding of managers in SMEs about Organisational Culture;
- * Identify if they find it a relevant issue in their companies;
- * Collect information about the tools and techniques used by these managers to develop Organisational Culture - if any;
- * Measure the effectiveness of these tools in their organisations;
- * Find out the major difficulties concerning this subject;
- Analyse the results and find if these managers are being effective;

Chapter 3: Methodology

To obtain the answers needed and turn them to valuable data, an appropriate methodology has to be used. In basic terms, the objective is to talk to managers working in Small and Medium Advertising Agencies and question them about Organisational Culture. It is clear that primary data was sought for this purpose, so from this point the basic distinction between opting to use a quantitative or a qualitative method was regarding the utility of the insights that would be obtained from the answers.

Initially the intention was to do a very general research within the Irish SME scenario, since it represents such a relevant share of the total amount and there aren't a lot of researches regarding them. The intention was to analyse a significant number of companies to have a general overview of the market in Dublin, so a quantitative research was considered as a reasonable methodology. The research would consist of a survey designed to ask managers questions about Organisational Culture and explore a few other interesting bits of information, such as the most common practices executed by them or the most common difficulties that they found regarding this subject. This plan had to undergo through several changes, especially because of the discovered difficulty to get responses from sufficient numbers of companies within the limited time frame. Thus the data would not be a representative sample of the Dublin SME universe.

On the other hand, a qualitative approach would offer different possibilities to be explored. The point raised by Schein (1983) regarding leaders' influence over their organisations was decisive in terms of revealing how useful these insights would really be, for the fact that leaders aren't always aware about their influence on their culture and do not have a perfect conscious control over it. Because of that, quantitative methods could provide a false notion that managers have a high level of understanding of their cultures and are able to manage it and achieve the results that they wanted. Or instead it could show that managers had no influence at all, which also would not be realistic. A quantitative research method in this field would rely heavily on subjectivity, and would hardly be applicable for other scenarios. Many researches point that as a limitation (Ali Taha et al., 2014; Chatman and Jehn, 1994), even though formal procedures have been followed.

In parallel with the above difficulties it became interesting to focus more on understanding the 'why and how' of cultural leadership in SMEs rather than simply the 'what' is done in practice. This indicated a qualitative approach was more appropriate than quantitative, in which it would be possible to collect more relevant information about specific managers and companies. Schein (1990) also believed that since culture is a dynamic process, an 'active research' could be the best method for investigating it. He claims that a researcher should use qualitative methods and include insiders and their views on the analysis, even trying to intervene on them. For that the target group would have to be narrowed, and a specific sector or industry had to be chosen. Chatman and Jehn (1994) present a strong argument on the effect of cultures on different types of organisations, which were relevant to the decision at this point. The authors claim that having a widely shared and strongly shared culture is even more beneficial to companies operating in the services industry. The following quotation express their opinion:

"Having a set of values that is both widely shared and strongly held by members -a "strong" culture (O'Reilly, 1989)- may be especially beneficial to firms operating in the service sector since members of these organizations are responsible for delivering the service and for evaluations important constituents make about firms (George & Marshall, 1984). For example, a public accounting firm's clients develop perceptions about the firm through contact with the particular accountants who work on their engagements (Stevens, 1981). Because on-site accountants' work styles and attitudes may be the only true contact clients have with the firm, accountants must behave in ways that are consistent with their firm's culture. And this is easier for members to do if they understand their organizational culture (e.g., Morrison, 1993). Further, direct supervision is more difficult in the service sector than in the manufacturing sector because of the high frequency of off-site work, multiple engagements, and the high proportion of professional staff members (Magnet, 1993; Normann, 1984). In contrast, manufacturing is conducive to formal control mechanisms because processes and products are more tractable (e.g., Bravermann, 1974). Consequently, service sector firms rely heavily on social control mechanisms, such as cultural values, to direct members' actions (O'Reilly, 1989). Because these shared values are internalized, they can apply to a

broad range of appropriate behavioral responses that are hard for managers to anticipate and formalize in unsupervised situations (Ouchi & Johnson, 1978).” (Chatman and Jehn 1994, p. 523-524)

Following the same logic, it was concluded that Medium sized companies would be more interesting for the research and should be the main focus target. Medium organisations will have more employees than Small firms, who will then be less directly influenced by the companies' founders and leaders. They have fewer control mechanisms over their employees and will have to rely more on culture to ensure an acceptable behaviour.

The Creative Industry was the one chosen to be focused on this research, even though many of the companies inside it deliver a final product, such as video or audio productions, to its customers. This happens because, similarly to what is mentioned by Chatman and Jehn (1994) in the services industry, the creative process cannot be compared to a manufacturing industry and won't go through evident formal control mechanisms. Many ideas and projects are discussed on off-site meetings and without direct supervision. Also, the creative process is greatly impacted by factors regarding an organisation's culture. Ali Taha et al. (2016) treat Organisational Culture as a major factor affecting employees' levels of creativity and innovation. Tuskman and O'Reilly (1997) also agree that organisational culture is a relevant factor affecting how creative and innovative will be the behaviour of employees in an organisation.

Following the points raised by these authors, the Creative Industry was decided to be a very insightful field, in which managers in general would provide a very specific and unique point of view that could be deeply exploited in a qualitative research. Since people working in this industry would possibly be more used to working with abstract concepts, their view on Organisational Culture and their levels of knowledge over it would probably be different from the ones found in more traditional industries. For that the research was conducted with Brazilian advertising agencies, in a qualitative approach between managers and employees, since these targets could be easily explored due to previously made connections.

5 Advertising agencies located in the city of Brasilia, Brazil, were investigated. One manager or director has been approached for each of these

companies, followed by some employees. Not only their knowledge over the concept could be analysed, but their actions over their employees could be judged and their general impact on the organisation analysed on a deeper level. Their organisations' cultures were analysed and all their answers were combined to generate insights regarding each specific organisation and manager.

Both of these targets had to answer questions regarding their own organisation and cultural aspects within it, through online video or chat applications. For that the research was divided in three parts: the Organisation classification, the manager research and the employee research, all taking place normally on the same day. They will all be explained in the following subtopics:

The Organisation Classification

Five organisations were chosen for the purpose of this research, and the criteria of selection were based on their size, type of service and location, since they were all based in Brasilia. The agencies are similar in these criteria, but apart from offering similar products to their clients they do have some differentials and specialisations regarding their services. Also, the fact that they are all Medium sized organisations still implies that some are larger and more successful than others, since depending on their clients wealth agencies may work with small teams and make a significant profit, while others had larger teams and were working with a number of smaller clients. Other agencies were contacted but they lacked availability of managers or employees and thus would provide an incomplete data, therefore they may be added to the research on future versions. The organisations mentioned in this survey will be called Company A to E, to ensure anonymity.

The organisation classification was composed of an online survey sent to managers and employees of the target organisations. It consists of a simplified and modified version of the DOCS developed by Denison (2000), and was used to have a brief understanding of how people felt that the company was performing in the specific traits described by his model. The survey was anonymous but people had to say the name of their organisations and their roles in them - if they occupied management positions or not - so that all answers regarding each company could be grouped and measured according to specific traits. The survey consists of 26 items that are measured on a Likert-type scale of 6 points, so no neutral answers were

allowed. The respondents would have to indicate how much they agree or disagree with a series of affirmatives regarding their organisation, each related to a specific indicator and trait. Depending on the values obtained in each item, the ratings for each ratio could range from 0 to 10, so that the highest the rating a ratio would obtain, the better developed is each trait for that particular company. Values over 5 would indicate a positive feeling regarding the trait, and values under 5 will indicate that the trait is unsatisfactory.

The questions, related to their traits and indicators, are displayed on the **Appendix A**. The survey was not developed as a tool to have a precise definition of an organisation's culture, because this was not the objective of this research. If that was the case, the DOCS developed by Denison (2000) could have been used without alterations, or even other models detailed in this paper (Cameron and Quinn, 2006; Chatman and Jehn, 1994) could have been used since they have their own theoretical and empirical basis that has been constructed throughout many years. The reason for the utilisation of this survey was simply to have a graphical and quantified comparison of how the managers view their own company versus what their employees view, which will then serve as a basis to analyse their answers and evaluate their effectiveness as culture managers. For this the managers' ratings for every trait will be compared to the average of the employees' ratings, which will reveal how professionals in different roles have a different perspective over their own Organisational Culture. It was decided that a simplified model would aid the research for the timely aspect, since people were asked to complete the survey right before their interviews and a long procedure could drain some of their willingness to collaborate.

There was some discussion regarding if this survey would have turned this research into a mix-method approach; with the use of quantitative and qualitative tools. Even though an online survey is possibly the most common instrument for quantitative research nowadays (Adam and Cox, 2008), in this scenario it was actually used as a support tool for a qualitative research, and therefore would not have any value for this specific research if it was treated as a quantitative method. Denison (2000) claims that the survey was developed to be used alongside with relevant information from the organisation and by itself would not be of great value, therefore it makes sense for it to be used as a support tool in this case.

Manager Research

Some possibilities were considered on how were the best ways to contact managers. E-mail interviews were considered due to the fact that managers tend to be highly time constrained and focused on productivity, and authors like Lo Iacono et. al (2016) and Meho (2006) defend its use on some circumstances. Still, they both admit that there are losses in communication and these could have a significant impact on the value of the insights collected. Lo Iacono et al. (2016) argue that e-mail communications lacked the personal connection and engagement with the data that face to face interviews are characterised for. The authors claim that Skype is an effective substitute for them and that even possess some extra benefits not shared by face to face interviews, even though some of the personal contact and energy is lost.

Managers were chosen from within the contacted organisations. The preferred professional would be the highest one in hierarchy, so that there would be no questioning of his or her relevance and influence in the management of the Organisational Culture. So relevant managers and directors who were available for interviews were contacted and asked if they were willing to collaborate with the research. In total 2 directors, 2 managers and one founder have collaborated in the research. The ones that had availability for the upcoming weeks were briefed about the research and its objectives and procedures. They were told that they would have to answer some questions and that some employees would also be heard, in a separate interview. They were assured anonymity and told that they could receive a brief report of their company's result, so that they could know how they are operating in terms of Organisational Culture and how much the staff is in sync. The interviews took place over Skype and lasted approximately 20 minutes. The time factor was relevant, so that people could resume their work routine as quickly as possible. This was even more important in this case, since managers were asked to answer the custom DOCS just mentioned before the interview.

The interview was conducted in a semi-structured format, with open ended questions. This format was adopted for a number of reasons. Adams and Cox (2008) consider the chances that a structured interview has higher risks of losing information due to misinterpretations to some of the questions and concepts

presented to managers, since Organisational Culture consists of such a broad spectrum (Chatman and Jehn, 1994). So it would be interesting for the researcher to have the chance of asking follow up questions to try and get the managers back on track of the specific aspects of culture that were being explored, in case they misunderstood anything. Adams and Cox (2008) also claim that open ended questions require the participant's full attention, which was desirable since they were in their work environments. Apart from that, the researcher chose not to or explore specific topics that came along the interview to avoid it from becoming too time consuming and maintaining the same basic structure with the organisations, but it was noticed that some topics could have been further discussed and analysed in a more open format.

In the end five managers were interviewed for this section, one from each organisation. The interview was designed to answer most of the aspects discussed in Chapter 2, including regarding the level of knowledge that managers possess over the topic, the amount of importance that they attribute to it, the practices that they execute and their biggest difficulties concerning the management of Organisational Culture. The only aspect that wasn't immediately evaluated was the effectiveness of their actions and cultures, which will be assessed via employees' answers and their DOCS. The questions that were made on the interview are as follow:

1. How long has it been since you have been working in this company?
2. What are the most important values and behaviours that should be adopted by the agency members?
3. In your opinion, how do these values and behaviours reflect on the company's mindset?
4. Mindset in this case is something closely related to 'Organisational Culture'. How would you define this term?
5. How would you relate the values and behaviours of the agency's members and its performance?
6. What do you and other managers do to stimulate a positive culture and behaviours? (attitudes and practical actions)
7. What are the biggest challenges in creating stimulus and obtaining results?

The reason why questions were asked in this order and way followed a reasoning based on the research done over Organisational Culture and interview techniques. The very first question was followed by some ice-breakers regarding managers' professional history and education, that were not really intended to impact the research. The interviewer didn't use the term 'Organisational Culture' until some of its core concepts were presented. Enz (1988), just as other authors mentioned (Denison, 2000; Schein, 2004; Weiner, 1988) argues that values act as defining elements of a culture, and that other cultural activities such as norms, symbols and rituals revolve around them. Despite the first hypothesis made regarding managers' knowledge over the topic, it wasn't known from the beginning if they actually knew what Organisational Culture meant. For that reason it would be risky to assume people knew what the concept was and ask them directly for a definition or their evaluation, potentially even causing an embarrassment. For that the interview was designed to familiarise interviewees with the topic as they went by the questions, while still being able to evaluate their level of understanding on the theme since the basic concepts.

Employee Research

The research conducted with the employees followed a similar format to the ones executed with the managers, except it demanded less time and formality. Some employees were unavailable for interviews but were able to fill in the simplified DOCS, so their answers were only partially taken into consideration. The interviews with employees were meant to serve as an additional source of data to analyse the organisational culture and evaluate the managers' effectiveness over the issue. Some of the questions were simple derivations of the managers' versions and worked as means to comparison, as a way to check how similar were their views over the same topics. If managers claimed that they performed several actions to improve Organisational Culture and employees didn't notice any of these actions; or even claimed that their managers were taking a different direction regarding culture management; it would be a clear indicator that managers aren't being effective on that. Other questions were only meant to explore more of the employees' opinions over their own culture. Employees also followed an unstructured format with open ended questions and lasted only around 15 minutes. The interview were conducted on a sequence, so one employee was called right after the other. A total of 9

employees were interviewed, with 2 belonging to each organisation except for Company D, which only had the participation of one employee. The questions asked followed a similar logic to the ones made to the managers regarding basic concepts, and are as follows:

1. How long has it been since you have been working in this company?
2. What are the most important values and behaviours that should be adopted by members of the agency?
3. What do Managers do to stimulate these values and behaviours? (attitudes and practical actions)
4. What else do you think they could be doing to create a stimulating atmosphere in the company?
5. For you, what are the values of a perfect place to work?
6. What could you do in your own workplace to improve the environment?

Limitations

It is important to acknowledge some flaws and gaps noticed while executing the research, that for any number of reasons were not properly addressed during the research stage. There were a number of considerable factors that were predicted, just as some that were not expected during the work execution and that had a definitive impact on the research. Since the findings are not intended to be generalised in any scenario, the findings and analysis remain interesting and valid for discussion, but if anyone intends to conduct any sort of similar research on the field, then these points should be considered.

The first and most obvious aspect is regarding the size of the sample reached, since only a few people from each company were heard and had an opportunity to participate in the research, both due to limitations of time and lack of interest from some interviewees. This however does not render the respondents' perspective completely unrepresentative. Cameron and Quinn (2006) argue that each organisation may consist of a number of subcultures within different departments or sectors, depending on their relationship to the rest of the organisation and the management team, while one or more culture types should still be able to define most organisations. For that, most of the chosen employees worked

directly with the interviewed managers, and therefore would be directly affected by his or her culture management views and practices. So even if they represent a small part of the organisation, it should still be somewhat in sync with the managers' perspective of that particular sector, and therefore will work as an evaluation tool for their effectiveness.

Another limitation noticed was due to the format of online interviews during their work hours, which was an obstacle for exploring topics in a deeper way. Again regarding the exploration of some topics, it was also noticed how some questions could have been worked in an unstructured format, in which the interviewer could attempt to explore some contradictions made by managers. Specifically when asking about the values that managers valued the most and on their actions to reinforce those values (questions 2 and 6 on the manager's script), they sometimes made big coherence mistakes that they would not notice. Just as when managers said they thought Organisational Culture was essential to their company's performance, but couldn't come up with specific examples of how they try to develop their culture. An unstructured format could have also been used if the managers' interviews were conducted after the employees', so that some of their own opinions could have been contrasted and discussed, similar to what Feeney (2016) did on her research when asking people to comment on the results of a previous survey.

Another aspect that was noticed at the very beginning of the research was regarding bias. Interviewees' responses were somehow dependent of their current mood and satisfaction with the organisation, in the sense that they would give it a better overall evaluation concerning cultural management practices if they felt they were being valued, even by indirect factors. This bias was addressed in part by the format of the DOCS, in which even the simplified version made for this research contained several questions for each specific indicator and trait, which were subjective but all relatable to real life situations and day to day routine. From that it is harder for people to deviate too far from reality. Apart from that, the questions in the interviews ask for specific factors regarding their actions and opinions, but were not directly asked to evaluate their organisation's culture. Therefore the bias was somehow addressed, even though it could still impact some of the answers it should not be such a major factor.

Chapter 4 - Results

The results and discussion will be analysed from the perspective of each organisation as a whole, so that all the utilised tools can be put together to create sense and ensure that the responses have been properly evaluated.

Company A

DOCS Results

Roles / Traits	Involvement	Consistency	Adaptability	Mission
Manager	3.4	4.5	5	3.6
Employee	5.1	7.1	7	6.3

The results on the table above were extracted from the company's simplified DOCS. From an individual analysis it is seen that the manager's perspective regarding the cultural development was much lower than what was perceived by the employees. In fact that was the lowest overall evaluation that any manager or respondent has given to his own organisation in this research, which could already demonstrate some level of dissatisfaction with his or her work environment. The ratings are so low by the manager's perspective that it is even hard to say that the company is operating better in one or other specific way, but rather that it is presenting a better development on its external focus, which according to the classification by Denison and Neal (2000) would consist of the Adaptability and Mission Trait. It is noticeable that the employees also seem to believe the company is overall more focused in its external environment, so that indicates some sort of agreement between the perspectives. Although the employees would rate the company's culture as stronger in control rather than flexibility, which considering the quadrants described by Cameron and Quinn (2006) would classify it as an organisation with a Market profile.

This data on isolation only shows that manager in this company was more critical than the employees regarding their Organisational Culture, and the answers on interviews will enable the researcher to make more significant insights.

Interviews

The conversation with the manager revealed some of the reasons for her dissatisfaction regarding the company. She had a good technical knowledge over the concept of Organisational Culture, and defined it as *"the collective essence of the company, which is created through time, incorporated by employees in terms of behaviour and result in patterns of results, feedbacks and atmosphere"*.

She believed that Organisational Culture is something that impacts directly on employees' performance, especially through the development of their emotional intelligence. She said that when people are in a productive environment, they are able to be more creative and refresh themselves more often, which is a must to deliver high quality projects. Regarding her own performance, she claimed that works hard to try and deliver a job of similar quality regardless of the place she is working, so if the culture is not stimulating she will try not to be affected by it. Although she admits that if the company's culture brings many underwhelming variables or directly prejudices 'tools' that are used for work - which in this case could even be communication among team members or autonomy - it is hard to make individual corrections and the development can be greatly impacted.

In terms of values and practices some interesting points were highlighted. Many values were mentioned as being important, such as transparency, professionalism, trust in the team and respect for others and their work. The first observation comes from comparing these answers to the ones given by the employees, in which 'Creative thinking' was the most mentioned aspect that they thought was valued by their managers, when in reality it had never been mentioned on the other end. Other values mentioned by employees were commitment and loyalty, which aren't closely related to the manager's answers either.

When asked what were the most common practices to stimulate culture, the manager made a very interesting point, by saying that: *"...we try to protect the team from negative factors that may affect their connection with the projects, and specially that would affect the climate in relationship with the clients and the teams"*. So even though the very first value that the managers claimed they seeked in their employees was transparency, they were actually not being transparent regarding several situations that the organisation went through in order to *"keep the morale up"* and *"protect the team"*, which was likely a reason for the manager's

rating to have been lower than the employees', since she was aware of many factors that weren't shared with the employees. They on the other hand were mostly satisfied with their jobs and the company, and actually felt like the managers made some efforts to integrate the team and keep them motivated. In between the reasons there were office parties and training courses, but they still thought the team could work more closely together in more interesting and challenging jobs.

The main challenges pointed out by the manager in this company was that she felt that she didn't have enough autonomy to manage and train her team. The directors were constantly micromanaging and influencing other sectors of the organisation, which for her had a negative impact. This is probably why the employees weren't in sync with the values and behaviours appointed by the manager, because there could've been other values being transmitted simultaneously by other leaders. Overall it is noticeable that this organisation is a good example of how even a manager with a solid theoretical background regarding Organisational Culture and its importance is sometimes incapable of manipulating the culture in its own way. The employees were not so critical regarding their own culture, but because the manager was not able to make it perform as she wanted, she was unsatisfied, as thought by Hypothesis 3.

Company B

DOCS Result

Roles / Traits	Involvement	Consistency	Adaptability	Mission
Manager	6.2	7.7	6.6	6.3
Employees	8.2	7.4	7.6	7.3

The results for company B were also overall higher according to the employees' perspective than the manager's, except for the Consistency trait. This time both target groups seemed to agree that the firm is quite well developed on the Internal environment, but they have different opinions in terms of the company's attitudes regarding flexibility and control. Following the model by Cameron and Quinn (2006) the manager would have classified the organisation as a Hierarchic one, while the employees think of it as a Clan. This seemingly small difference has a big

impact on how the company develops and how people behave, so the reasons for these ratings will be evaluated according to the interview responses. An interesting point to make is that the company has only 2 hierarchy levels, as the founders work closely together to the employees and manage different areas. This was also the company from which the highest employee ratings were obtained, which should indicate a good level of satisfaction.

Interview

The interview shed some light over the results obtained by the survey. The manager had a superficial knowledge about Organisational Culture and didn't think of it as a crucial factor. His definition of it was: *"The climate inside the agency. It is the relation between people, and between people, services and the agency"*. The confusion between organisational culture and climate had already been seen among scholars and practitioners (McLean, 2005) and was actually expected to happen among managers. Regarding its importance, he claimed that culture can aid in the creation of more autonomous and proactive employees, who are able to work together and think together about the company's future. Despite that, he claimed that while culture can *"make people feel like part of a team"*, it does not influence their individual mindset and thus has a limited influence. He synthesized that by saying: *"Culture will not make a bad employee improve, because the individual thinking is stronger than the collective"* and by pointing out that his biggest challenges when managing culture were due to the lack of motivation of some members.

Regarding the values that were expected, both targets seemed to be somewhat in sync. Managers and employees said that 'responsibility' was a valuable quality to have, and interestingly enough the manager emphasized more values such as creativity and innovation, while employees thought they were valued by their dedication, commitment and respect for deadlines. Management's attitudes were also noticed by the employees, since he said that most efforts on improving culture were for creating transparency and sharing as much as possible with the employees regarding the business. Regarding that, one of the employees said *"they try to create a trust relationship with the employees. It's an environment where everyone is aware of the decisions and the company's situation."* and the other *"They're always open for opinions and invite the employees to take part in company's"*

decisions.". These answers showed a good sync in between management and the employees, which was probably aided by the fact that these were the two oldest employees working in the organisation, and were well aware about how the company works. No suggestions regarding changes and new practices were given, but some of the current practices made by the company; such as changes in the workflow, weekly reunions or monthly reports; were actually started as employees' suggestions. Ali Taha et al. (2016) argues that there is a positive relation between the implementation of ideas and the development of creativity and innovation, thus it makes sense to view this as a positive factor on the organisation.

By the end of the interview the manager said that he would like to take a look in the final report about the organisation and that the conversation about culture had made him reflect about the agency. From the companies analysed this was the one with the highest employee ratings, despite the manager's opinion about Organisational Culture and the fact that he had no managerial barriers and could develop changes with no need for approval. This is yet another argument related to Schein (1983) in the sense that leaders will have a powerful influence over the organisation, even while unaware of that influence, since the manager in this company was able to create a positive culture for his employees just by focusing on his internal environment. This example could indicate that a lack of theoretical knowledge about Organisational Culture and its benefits does not necessarily act as a barrier for the development of a beneficial culture.

Company C

DOCS Result

Roles / Traits	Involvement	Consistency	Adaptability	Mission
Manager	7.7	8	4.3	4.8
Employees	5.7	6.8	6	7.6

This organisation showed a very distinct pattern in the survey results, for some reasons. Firstly it is noticed that the manager had a very different vision from the employees'. Not only he assumed that the company was much more developed in its internal focus, his evaluations about almost all aspects were off by a considerable

margin. Meanwhile the employees gave a lower score to the company's internal environment but were more satisfied with the external focus. From the manager's assumption, the company's culture would be classified as a Hierarchy according to Cameron and Quinn (2006), while from the employees' evaluations it would be related to a Market culture.

An internal environment more developed would depend from the Involvement and Consistency traits, which will reflect on a number of aspects. The Involvement ratings shows that the manager believes the employees are well integrated among themselves and able to work as a team, and that they are empowered enough to have a good relationship to their organisations as well. The next one, Consistency, means that they have a good sense of identity and can collaborate and behave accordingly in unexpected situations. On the other hand, the traits with a low score would indicate that the company is not agile to learn and respond to changes in the market or to listen to its customers. The low score on Mission represents that the strategic direction, mission and vision of the organisation are not very clear. The employees ratings were more conservative overall, not indicating a major dissatisfaction with any specific aspects. The insights from the interviews will aid in the company's analysis.

Interview

The manager was able to show a solid level of understanding of what was Organisational Culture and how important it was in his agency. He defined it as "*A common thinking. Something that guides all members of the agency in search for a common goal.*". For him the relation between values, behaviours and the agency's performance was "*totally intertwined*" and the work and development of his team were much more meaningful when they were united under the same values. He valued culture and worked towards building a better one, but found difficulties coming from the external environment, because of suppliers and clients creating pressure. He claimed that the major challenges came from "*The client's external culture, that pressures our internal environment. Translating: competitions and deadlines. Two elements that harden the development of an ideal environment.*" and since he had no direct control over those elements, he felt that the agency as a whole should rethink its strategy and behaviour towards the market, which were

possibly the reasons why he considered the agency to be achieving a low rating on its external aspects.

When asked about which values were more important, he explained how the company was guided by a value matrix, which should be always applied through continuous feedback and alignment reunions with the team. The most emphasized value inside the matrix was competence, which he claimed was the most important value and had defined the agency for a good number of years. He also emphasizes some values as commitment and dedication from the matrix. When asking the employees, the matrix did not seem to be such a relevant aspect and was not even mentioned by them. The only value that was detected was commitment, as well as others that were not even present in the matrix, such as 'team spirit' or 'proactivity'. This fact showed that the company's culture was probably not as consistent as the manager assumed, and that the employees had some very interesting observations regarding culture.

These employees were the ones who were more open and willing to talk about culture, values and practices, and showed a very good level of understanding over the subject. Manager's actions in their perspective were resumed by constant feedbacks and incentives for their development. One of them was specially critical and made many suggestions to what could be improved. He said that there should be less processes and more collaboration and autonomy among employees, apart from a bigger effort in developing professionals and their career plan. A sentence by one of them was *"they should dedicate more investment in internal marketing and climate. It would be good if people were believing in doing things differently and collaborating more."* They felt that the work environment was not bad, but could definitely improve with some of the aspects mentioned.

The external environment which was seen as the biggest obstacle by management was not an issue for any of them, which could be another reflex from their lack of synchrony with their manager or just happened because they were more focused on the daily aspects than with the broader spectrum. Either way, it was interesting to notice how different this agency behaved compared to the last one. Both managers and employees had a good understanding of the concept of Organisational Culture and its importance in their organisation, which in the end

turned the employees more critical regarding their practices and still were not enough to provide the manager with a precise view of their own culture.

Company D

DOCS Result

Roles / Traits	Involvement	Consistency	Adaptability	Mission
Manager	6.2	7.4	7.3	7.3
Employee	5.1	6.2	5.6	5.3

The data from Company D is slightly less representative than the others due to the fact that only one employee was interviewed, so his opinion may very well not be the same as others in the agency. The results from the survey show a manager a bit more confident with his company's culture than the employee seem to believe. It is interesting to notice though that, despite the considerable differences among every single rating, the pattern that is followed seems to be similar, in the sense that both Manager and employee consider 'Consistency' as their best developed trait and 'Involvement' as their least developed one. The fact that these traits are coherent is actually a sign that they are in some sort of synchrony, even though their levels of satisfaction are obviously different. Apart from that, the organisation's culture can be classified as a Market type according to the prevailing traits on the manager's perspective, while on the employee's it would be a Hierarchy. This indicates that both agree that the Organisation has a good understanding regarding its control procedures, but they disagree on which environment is better developed. The points raised in the interview will be discussed next.

Interview

The results found for Company D were far from decisive and hard to analyse even after the interviews. The manager was somewhat confident that employees would be satisfied with their practices and have a high survey rating for the organisation. He claimed that they responsibility was the most important value, and that people were stimulated to develop that value as they were given freedom and

autonomy to do their work. In between the practices, he detailed a flexible work schedule and explained how they gave a lot of support for the teams to work without micromanagement. He claimed that *"People here are not supposed to give their life for their jobs, but they have to deliver quality jobs. We tell them they don't have to live for us, they have to work for us. Most agencies don't think this way."*

Even though the manager had a good overall knowledge about Organisational Culture and its importance, he was still not able to fully manage his environment. In fact, his opinion was actually the exact opposite of what was affirmed by the interviewed employee. In many moments during this research it was clear how involving employees on the research was being important to evaluate managers' effectiveness, and this was yet another case. His view over the manager's practices was entirely different from what was believed. He said that managers were very demanding and would constantly stop by to monitor his and evaluate his work. He believed creativity was the most important value and that people should cooperate more among each other in order to execute better works, when in reality most of them were concerned about their own deadlines. Despite the critics, he claimed to be satisfied and could not think of any suggestions to develop the culture and environment, possibly due to a lack of knowledge over the theme.

The fact that the employee was reasonably satisfied and that his ratings on the survey for every traits were positive indicates that the organisation's culture was probably not prejudicing work, but it is surprising how different were the perspectives of each group regarding the same practices. The manager's efforts were viewed as the exact opposite of his true intentions, which were to create a free and relaxed environment, but resulted in a demanding and individualistic workplace. Such a misconception of culture was able to happen even in an environment in which the cultural traits were relatively in sync. Chatman and Jehn (1994) claim that there could be countless dimensions to be researched within Organisational Culture, and the difference between models would mostly consist on which dimensions would be analysed. A different research, focusing on other dimensions rather than the traits and values discussed could maybe interpret these specific conceptions and behaviours.

Company E

DOCS Result

Roles / Traits	Involvement	Consistency	Adaptability	Mission
Manager	8.5	8.2	8.3	6.3
Employees	5.1	4.4	6	5

The last agency to be analysed has also shown some very interesting particularities. The DOCS result shows the highest overall score that any of the evaluated managers has given to their organisation, and at the same time the lowest score among employees. Two factors may have considerably affected their evaluation: the fact that the founder of the company himself was the representative of the management group, and the fact that senior employees were unavailable at the interview date, so new professionals were called in to represent the organisation. These facts may have caused different interpretations to arise, but it does not change the fact that their perspectives were far from aligned.

Looking at the manager's ratings, it is noticeable how most cultural traits were viewed as at an optimal performance, except for the Mission trait. Denison et al. (2012) argues that this trait might be the most important of all, since an organisation whose members are able to understand its goals and direction is more likely to succeed. This trait is specially interesting to be evaluated by the manager's perspective, since this professional obviously has a privileged knowledge about the organisation's strategy and goals. The questions that undermined his evaluations concerned the clarity of the organisation's Mission for other targets, such as the employees or competitors, which was noticed in questions such as 'Our strategy leads other organisations to change the way they compete in the industry' or 'People understand what needs to be done for us to succeed in the long run', which received a low rating. On the employees' vision, however there were other aspects regarding strategy that were not satisfactory, and that were being addressed in the manager's perspective, such as clear goal setting.

Clearly other factors were not coherent in the remaining traits, as the manager saw the organisation as a big clan where employees were united and able to represent the company in almost any scenarios, when they were actually seeing it as a

Adhocracy-type culture organisation, in which flexibility and the external environment were more developed. Cameron and Quinn (2006) explain that an organisation with an Adhocracy type of culture is constantly seeking for change and development, revisiting its processes and innovating. Leaders in this type of cultures are seen as risk-takers and rule-breakers, which is actually consistent with the goals and posture of the interviewed manager. This was the only agency within the ones observed that was seen through this perspective according to the employees, and some of the practices and aspects explored in the interview may aid in explaining why.

Interview

The manager from this company was by far the one who had the most to say about Organisational Culture, and through his speech seemed to be the one who valued it the most. His definition was that "*Organisational Culture is a set of values, beliefs and behaviours that define a company. It's how people deal with the day to day worklife and what guides decision making.*" He said that Organisational Culture was the main competitive advantage of his business, and thus had an extreme importance. "*People see us as a different agency because of our way to act and do business. This interferes with how people work, behave and see the challenges.*". When asked about specific benefits on performance that could be obtained through the development of culture, he explained that the only long term competitive advantage that he could sustain were the people who worked in there, and that the best people would be found in a strong organisational culture, being developed to perform even better.

All of these answers show a good level of understanding of the relevance of Organisational Culture within this organisation. Another important aspect that was asked regarded the most important values and behaviours to be explored. The manager replied that they have 10 values which guide their way to operate, all of which are connected to certain behaviours, such as autonomy, focus on learning, diversity and joy, which are synthesized in the company's signature: '*An agency of owners*'. The spirit that he wants to transmit is that everyone owns a part of the company and should actively participate in its development. He mentioned several practices executed to transmit these values and develop their culture, including

internal marketing activities to integrate and align the team, structural adjustments that are made to improve people's work, and certain attitudes related to the very discussion of culture with the members. He was also aware of the leader's influence over the employees, and claimed that made sure that he and the management team were leading by example.

On the employees' perspective, however, the organisation's culture was far from being so developed. They were not as critical in the interview as in the simplified DOCS, but were still not excited about how the topic was addressed in the company. Some of the values being recognised by them were coherent with what the manager had said, and included autonomy and focus on learning. One of them said: *"Here we have a forever-Beta mindset, in which everything is constantly changing and improving"*, which actually reinforced the organisation profile that was according to the employees' ratings of the traits. This was seen again when asked about management practices regarding these values, when the interviewees said that they were challenged, had to be able to manage themselves and were constantly facing changes coming from the top managers.

Besides that, they did not consider some of the current practices as being effective. One of them mentioned how she did not feel included in the alignment meetings and would participate passively. They both agreed that the company should improve their HR department and focus more on developing their employees and internal relationships, which were points greatly emphasized by the manager as vital to their long term competitiveness. In short, some of the points that the manager was proud to talk about and considered essential were simply not good enough for the employees. Based on the manager's survey results and interview, it was assumed that employees would be at least somewhat satisfied or in sync with his view of the organisation, but in practical terms they had different evaluations of the same problems. While the manager thought he was being able to generate a great impact, employees saw his efforts as being insufficient and ineffective. The manager considered his biggest challenge the capacity to effectively execute his plans regarding Organisational Culture and take his plans to his agency, and in the end his concern made a lot of sense in his reality.

This last analysis seem to represent the very opposite scenario found in Company B, in which an unaware manager was able to built a satisfactory

environment. In this case, an apparently well intentioned manager with good knowledge over the topic was unable to transmit the desired values and behaviours to his employees and create a desirable culture.

Chapter 5: Discussion

The results obtained from the research have brought some relevant findings to be analysed and several new questions to be explored. First, it is interesting to highlight the fact that the many research tools that were used in combination were essential for bringing more consistency into the analysis and that if the interviews were held alone, the final impressions discovered by research would have been entirely different.

Some general observations can be made from an overview of the data. It's interesting to notice that, among the researched companies, managers and employees more often than not had different views from the same cultural aspects and traits. This was also noticed by Feeney (2016) in her research, in which she considered managers as a different research target and noticed that they had their own perspective regarding their organisational culture. This would seem more obvious in large or older organisations, as Chatman and Jehn (1994) argue that employees will suffer a lesser amount of influence from the founders and top level managers than in smaller organisations, which would justify the existence of subcultures in such organisations, according to Denison et al. (2012) and Schein (2004). This seems to be true in most scenarios within the current research, among the specific medium sized advertising agencies, in which the interviewed managers were constantly off by a margin - either lower or higher - than what was the real employees' perspective.

Another point can be raised about the values and behaviours that were seen the most across different agencies. One word that was said in almost all agencies researched was 'commitment', and was mentioned by both managers and employees. Followed by that, 'dedication' and 'responsibility' were also highlighted on many occasions and can also be related to the same set of behaviours and attitudes. It's interesting to notice that agencies with different practices and profiles had similar interests regarding their most appreciated values, and that many of these were related to a sense of loyalty and hard work. This could be related to a

specific trend in the advertising market in Brasilia, or could be related to an ideal cultural model that companies seek to achieve. Naranjo-Valencia et al. (2011) explain how some organisations will attempt to replicate effective practices in their own environment depending on their cultural type and leadership style, which could be a simple explanation for this behaviour.

The questions made in Chapter 2 were attempted to be answered by this research, and so the main Research question will be revisited, alongside with the designed hypothesis and subtopics that were meant to be analysed. The research questions was: **How managers in Advertising Agencies view the importance of organisational culture and how effective are their actions on developing that culture within their companies?**

As expected, there is not only one answer to this question, as managers had different opinions, attitudes and results regarding Organisational Culture in their own companies. A pattern was expected to be discovered during the conduction of the research, which turned out surprisingly not to be the case. Some general findings can be made about this specific research group, which are not meant to be generalised for other sectors, industries or companies due to the subjective character of this research. First, it was found that all managers had at least a basic level of knowledge about what was Organisational Culture. The fact that the research was designed in a way that it first presented the notions of 'Values' and 'Behaviours' and gradually introduced the concept of Organisational Culture probably had an impact on this perception, but the fact that managers were able to mention practices or its importance reinforced this point.

Regarding the importance of Organisational Culture, all managers claimed to find it important, which was expected in case they were familiar with the concepts, but the one from Company B was convinced that it was not such an essential aspect regarding the organisation development. Also, when asked about the day-to-day practices that took place in the work environment to develop culture, it was observed that most managers mentioned mostly abstract attitudes and behaviours, with only a few practical actions that were being executed. Cheese and Cantrel (2005) argue that even though most managers want to develop an engaged workforce, they don't know what specifically they have to do for that, which seems to be in accordance with the findings.

This concerns the last point addressed by the Research Question, regarding managers' effectiveness over cultural management. In general managers' actions were not being effective on cultural development. Some organisations had a culture that was satisfactory and stimulating for their employees, but that still does not characterise their actions as effective by itself, as Cameron and Quinn (2006) argue that a stimulating culture can exist in different forms within different organisations. Thus the effectiveness of their actions should be related to their plans and intentions regarding their cultures, which were not correspondent to the truth, based on their preferred values and survey evaluations of their own cultures. The manager that could be said to be the most effective in this sense is the manager of Company B, since his values were clear to his employees and his practices of inclusiveness were being noticed and had a very good effect on the organisational culture. Despite that, he did not have the intention of managing culture with his actions, and chose to execute such practices because he considered they would be interesting win-win propositions within the company.

Regarding the hypotheses discussed, there were also some relevant findings to be discussed. They were:

H1: Most managers in advertising agencies will know what Organisational Culture is and will say it is important.

H2: Most managers will not be fully satisfied about their Organisational Culture.

H3: Employees from companies with a good internal culture will be more in sync with their managers' efforts to improve Organisational Culture.

H4: Managers who understand and dedicate themselves more to the development of a strong Organisational Culture will be more effective at it.

Most of these hypotheses were very straightforward and can be confirmed or denied in the spectrum of this research; not necessarily being generalizable to other contexts. H1 was considered to be true, as discussed above. H2 is based on Denison and Neal's (2000) evaluation that a 'strong' culture would be considered that way when its traits received ratings of over 75% on the DOCS. The same criteria will be applied, despite the fact that the model utilised was only a simplified version of the original DOCS and doesn't include the very same evaluation methods. In this case, it can be said that most managers were actually unsatisfied about their

cultures, since only a few ratings above 75% were given, with the major exception being the manager from Company E. There are other reasons for dissatisfaction that could have impacted managers and employees alike in their ratings. O'Reilly et al. (1991) argues that Person-organisation fit has a great impact on job satisfaction and commitment, and it could have had an impact on the ratings. Kruger and Rootman (2011) also mention several aspects regarding organisational culture that affect motivation, which could have been brought up by the survey or interviews.

H3 can be considered to be partially true, due to the fact that the only organisation in which both employees and managers agreed on the company's focus on the internal environment was Company B, which was very much in sync regarding management efforts and employees' perception. Although there were other companies that were in sync about some values and behaviours and had different orientations, just as there were companies in which only one of the research targets saw the company as internally-inclined and the values were not in sync. This hypothesis could be further studied in more specific scenarios, but there were possibly other subjective factors taking place in these organisations. There will always be unique features on these companies which will make generalisations less likely to happen (Schein, 1990).

Hypothesis 4 was the hypothesis that seemed the most logic according to all existing research over the topic, and yet it was proved wrong in this particular scenario. Research indicated that theoretical knowledge about the theme might have a small influence over the development of a strong Organisational Culture (McLean, 2005). It was found that the manager from Company E, with seemingly the highest interest in building Organisational Culture, was actually the least effective in that, while the manager from Company B was having noticeable efforts among employees, with no direct intention of developing its culture. This reinforces the opinions of Denison (2000) and Cheese and Cantrell (2005) in the sense that even good intentioned managers are often poorly capable of developing their own culture and should receive more attention from the academy. The specific reasons for this outcome were not found in this research, and therefore it is thought that there were other significant factors regarding the effectiveness of managerial practices in building an Organisational Culture that were not taken into consideration and had an impact on practical results.

Conclusion

The study was able to find some interesting and unexpected outcomes regarding Organisational Culture in Medium sized Advertising Agencies. It was found that manager's knowledge over the topic and intentions of building a strong culture were possibly not the strongest factors affecting the development of such culture, or at least not in the employees' perspective. Several factors were taken into consideration when evaluating manager's effectiveness. The first factor were the employees' ratings on the traits present in the organisation survey. The second was the level of sync in which both types of ratings were, which was done by comparing the company's classifications according to the Competing Values Framework, developed by Cameron and Quinn (2006). For this factor it was observed if managers and employees shared a similar view about the company's orientations regarding the external or internal environment and if it was more flexible or stable. Other factors evaluated were the perception of what values were being reinforced as the most important to be developed in the organisation and the perception over management practices to reinforce these values, again comparing employees' and managers' perspective.

It was found that, in general, managers from the researched Medium sized Advertising Agencies were not very effective in managing their own Organisational Culture, despite having a reasonable level of knowledge over it and being aware of its relevance. This offers some contribution to the field, in the form of some insights about what factors could be more relevant for managers in SMEs in the creative industry to take into consideration when attempting to develop their own Organisational Culture. Dialogue with the employees should always be taken into consideration and attempts to imitate other companies may not be very effective, since employees had their own perspectives regarding what had to be improved. It may also be a contribution to the field the fact that the research is focused on the development of Organisational Culture rather than the effects that such a culture could have on performance and on employees' motivation, since the phenomenon itself is interest enough to be studied and understood. By doing this, researchers might even be able to find other benefits brought by the development of culture within companies.

The research has identified some behaviours and particularities within this scenario, but was not able to pursue the reason why some of these practices were so ineffective. Denison (2000) claimed that a small proportion of managers would see the importance of developing their organisational culture and would work towards it, even if acting in an instrumental way. Managers like these were identified and they had a visible intent to develop a strong culture for them and for their employees, but were not able to achieve desirable results. This could be a topic to be explored in further studies, should a researcher find an organisation that is not capable of improving its culture. Or going from another perspective, the most successful culture-development techniques for SMEs could be investigated and explained to aid well-intentioned practitioners. The research could also have been done in the format of case studies investigating further details from specific organisations, similarly to what has been done by Feeney (2016). By doing that an author could include even financial information from the organisations and have additional resources to evaluate the managers' opinions compared to the employees', finding which group is closer to reality of how is the culture in such an environment. If the marketplace metaphor developed by Alvesson (1990) is still valid today and SMEs represent such a significant share of the economy, then there is a great opportunity for scholars to gain recognition and make a valuable contribution to professionals by performing research on this field.

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Appendix

Questions of Survey for Organisation Classification

Involvement

Empowerment:

Most employees are highly involved in their work

Business planning is ongoing and involves everyone in the process to some degree

Team Orientation:

Cooperation across different parts of the organisation is actively encouraged.

People work like they are part of a team

Work is organised so that each person can see the relationship between his or her job and the goals of the organisation

Capability Development

Authority is delegated so that people can act on their own

There is continuous investment in the skills of employees

Consistency:

Core Values

The leaders and managers practice what they preach

There is a clear and consistent set of values that governs the way we do business

Agreement

When disagreement occur, we work hard to achieve 'win-win' solutions

We often have trouble reaching agreement on key issues*

Coordination and Integration

Our approach to doing business is very consistent and predictable

People from different parts of the organisation share a common perspective

It is easy to coordinate projects across different parts of the organisation

Adaptability

Creating Change

The way things are done is very flexible and easy to change

We respond well to competitors and other changes in the business environment

Customer Focus

The interest of the customer often gets ignored in our decisions*

All members have a deep understanding of customer wants and needs

Organisational Learning

We view failure as an opportunity for learning and improvement

Learning is an important objective in our day-to-day work

Mission

Strategic Direction & Intent

Our strategy leads other organisations to change the way they compete in the industry

Our strategic direction is unclear to me*

Goals and Objectives

People understand what needs to be done for us to succeed in the long run.

Leaders set goals that are ambitious, but realistic.

The leadership has “gone on record” about the objectives we are trying to meet

Vision

Short term thinking often compromises our long term vision*

*These questions had their results reversed.

