



EFFECTIVE ORGANIZATIONAL CULTURE KEY SUCCESSFUL BUSINESS ENTERPRISES IN TRANSITION

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Key words: *Organizational culture, business, transition*

Summary: *In company basic factors effective organizational culture have significant successful business enterprises in transition: wider surroundings (world), smaller surroundings, civilisation specifics, knowledge, firm management.*

In papers is give acces keys factors with conceptual specifications.

1. INTRODUCTION

No matter which change from external or interne surroundings doesn't come all by itself. For becoming of the change there are always the reasons who provoked it. The management and all the employees should be able to see the reasons, to identify them clearly and classify and also, with the application of equal criteria, to define the strength of individual causes.

In (Table 1) is shows the main reasons which have the influence on organization structure of firm management in the period of transition. The starting premises of declaration are related with the genesis of causes in transition problems and crises of management in which there are found the most of the firms and which are directly or indirectly incorporated in organization culture.

Table 1. The relevant factors of development of the organization culture [3], [5]

AREA	SPECIFICATIONS
Wider surroundings (world)	1. Social – economic arrangement 2. Technological and economical development 3. Reining management paradigms
Smaller surroundings	1. Production system 2. Axiological system
Civilisation specifics	1. Science 2. Ethics 3. Aesthetics 4. Social politics
Knowledge	1. Scientific knowledge 2. Technical - technological 3. Social 4. Linguistically 5. Information 6. Artistic
Firm Management	1. Management organs 2. Functioning of management

2. WIDER SURROUNDINGS (WORLD)

By wider surroundings we understand the world which makes the most open conditions for the functioning of the production in general. This makes the frame in which the firms work:

1. Every state has its own specific social – economic surroundings. Different social – economic surroundings in the states which economically and in production cooperate influences the level and effects of the cooperation but also the effects of functioning the firms which are in the correlation with social – economic arrangement.
2. Technical and economic development is main type of species, containing and intensity of production and market cooperation between production subjects of two states.
3. During the time, reigning market and management paradigms are changing. The firms must adjust to actual paradigms and must apply them in continuing. They are shown through:
 - a. High productivity
 - b. high equality of products/ services and everything that serves to a man
 - c. Efficiency action based on the principle just-in-time
 - d. Diversity of offer and demand
 - e. Intellectualization of product process and content of products and services.

The accepting and developing of all the paradigms is difficult task and it requires multidiscipline knowledge.

3. SMALLER SURROUNDINGS

Determination of factors which have immediate influence on organization structure in firms and they are related with:

1. Production system who is legally specific, subscribes the mechanisms of production, as well as the types and character of product systems, economic and legal frames of theirs activities, the level and methods of social – conscience influence on their activity and their own relations.
2. Axiological or system of values defines mainly on the actions and motivations of people. The main influence is on production activities, on the work and creation, on the realization of production objectives, efficiency and effectively of production. Except legal regulations, this system is defined by ethical standards.

4. CIVILISATION SPECIFICS

Civilisation specifics are important context of many specifics which influence on efficient organization culture in firms:

1. Science – that is systematic and methodical research which has for an objective the generosities of new knowledge about phenomenon that surround us. It forms the main social strength and the generator of every progress (development). Only the society that has developed net of researching institutions and researchers has satisfied scientific results. The applied special researches which are realized in production surroundings of one firm. For that the financial possibilities are needs as well as the determination. That means the use of own knowledge instead of buying from the others, which are very expensive and are limiting the liberty of the firms.
2. Ethics – is all that relates on customs, habits and comportments. These specifics play very important role in business there for the quality organization culture and for a society it is the

special importance developing the ethical values : customs – acquired by bringing up and comportment of ideals and (intellectual), acquired by thinking out and education, the best is the syntheses of both leading to the action of self-consciousness. Therefore it is possible to judge about moral correctness or incorrectness: good-evil, correct-incorrect, true-false etc.

3. Aesthetics – as philosophical discipline it deals with art of creation of beautiful. A man develops from it a feeling about harmony, delicacy, excellence of quality of human life. Today in the world there are offered products of high aesthetic values, attractive and beautiful. Style and design are accented in business communications. About them is judged and communicated. The attitudes are taken and very important management rules are given.
4. Social politics – it influences the improvement in the quality organization structure and management in general through the improvement of leaving and working conditions. The categories are: social and economic security of citizens, employment, working conditions, education, health protection etc.

5. KNOWLEDGE

Knowledge is a result of knowing process. It grows in aspects of volume and quality in recent years:

1. Scientific – mathematical know ledges are fundamental know ledges and they are related with the accumulation of things and activities on the Earth, with no influence of human work and activities. For the difference from human society and history, these know ledges are equal to physics, biology, mathematics, meteorology etc.
2. Technical – technological know ledges in conditions of changes which happen in business. Technological know ledges concretely have an important influence on production in used natural resources, materials, energy. Technology should always advance and develop through four categories of products: software, hardware, or ware and smart ware, to generate these know ledges and to make bases for production of goods and offering services.
3. Social knowledge – they represent an important comportment and organization climate factor of promotion in general sense. An organization system, as it is the firm, through knowledge which are based on the sciences: sociology, law, philosophy, psychology, organization, management, leadership.
4. Linguistic know ledges - are related with human language, as one system of expression one people thoughts, or thoughts of one people's group. It is necessary to promote an organization culture on the base of language knowledge of the business companies with who the most of the business cooperation is related in business world.
5. Information knowledge – they influence the faster development organization based on organization culture in the way they it must be understood that automatically cultivation of data today are deeper based and applied in social, professional and personal life.
6. Artistic knowledge – are in fact the aesthetic importance of beautiful and artistic. The ability of a man or a group to arrange with ability to express aesthetical the thoughts and feelings with a help of spoken word, written word, construction, colour, etc.

6. MANAGEMENT THE FIRMS

It means bringing decisions who define the objectives of firms, the ways of reaching the objectives and conditions under which those objectives are realized. The occupied principles and the ways of arrangement and reached objectives are:

1. Management organs – top management has a role to realize the high success of management who reflects through their ability to take part in decision actively and complexly.
2. Functioning of management - for rational functioning of management today is necessary clearly define the interactions and competences between the main and operative organ,

making decisions continually, do motivation of all members, the feeling of responsibility for making decision and cooperation with all the employees of different cultural attitudes and opinions.

How important is the value of engagement of the employees?

When we think about constant promotion of organization culture in one firm like a measure of success in engagement of the employees, the ability of the manager is used to control the things of evident changes and team work.

The characteristics are: the judgment of things not seen until now, together so loving problems, cooperation with every employee.

The manager listens to the ideas, advises the employees, organizes the work efficiently, and works with people. The valuation refers on the established aptitude of the employees towards company what is needed to be done from them, and also what they need to do for the company [1], [2], [4].

7. CONCLUSION

The radical organization changes in transition define the behaviour of man toward working climate and culture in general. That changes are under the strong influence of own culture, strong domestic and international concurrence on the market, the rationalization of the all domestic resources and the integration of business activities.

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