

**Investigation of Organizational Culture in Companies in high rate polluted Countries:  
Review of existing Evidence and Application of the new Vox Organizationis Model**

*Marjan Bojadjev, PhD*  
[provost@uacs.edu.mk](mailto:provost@uacs.edu.mk)

*Miodraga Stefanovska-Petkovska, PhD*  
[stefanovska@uacs.edu.mk](mailto:stefanovska@uacs.edu.mk)

*Ana Tomovska Misoska, PhD*  
[tomovska@uacs.edu.mk](mailto:tomovska@uacs.edu.mk)

*Ivona Mileva, MSc*  
[ivona.mileva@uacs.edu.mk](mailto:ivona.mileva@uacs.edu.mk)

School of Business Economics and Management  
University American College Skopje

## **INTRODUCTION**

The public awareness for environmentally issues and specifically pollution began to grow during the 1960s and 1970s. The growing of environmental awareness result in increased focus on the impact of the business on environment and the other way around.

Businesses can improve the society in terms of innovation, wealth creation and employment. However, although they improve the living conditions in certain ways, businesses are considered to be responsible for the environmental issues. This is due to the creation of toxic materials. The pollution-generating activities of unregulated business create a huge number of issues on the people's health and the ecosystem. (Sharma and Gani,2009).Different studies show that concentrations for greenhouse gas exceeded the amount of carbon dioxide that has been naturally produced for centuries and that the change in climate led to increased cases in the major diseases (United Nations Development Progam, 2007). Moreover, businesses are considered as job cre-

ators. They do expand the different range of foods and services to make the people's life easier and better and they are main contributors of increased income and productivity. So, in that sense, they help the developing countries in poverty reducing issue, although their businesses activities must be environmentally sustainable (Costantini and Monni, 2008).

In addition, with the transition process in developing countries, a significant change was seen in terms of economy as well as in environmental regulations. In other words, the transition brought the trend of producing pollution-intensive goods, thus gaining competitive advantage in the export of those goods (Wilson, Otsuki, & Sewadeh, 2002). This trend was an result of introduction of strict regulations in terms of environment in the developed countries, where the production of pollution-intensive goods is considered as not economically justified. As a result, the production of environmental friendly products were specialized in the developed countries, while the countries in transition focus on gaining an advantage through production of pollution-intensive goods (Sharma and Gani,2009).

In light of the concerns raised by environmentalists, this paper studies the core of the business companies in a highly polluted countries, an area which has reminded relatively unexplored in business field literature. The prime focus on this paper is to investigate the organizational cultures of the companies in the countries which show high rate of pollution. So, the focus is on the developing countries, because millions of the world's poorest and vulnerable people which face the environmental changes live there.

## **ORGANIZATIONAL CULTURE**

As an important tool for understanding and managing organizations, culture influences how people think and behave (Hofstede,1997). Due to its importance, the culture is one of the most popular concepts to be investigated in the area of organizational behavior for many researchers and scientists.

There are different definitions and perspectives on the organizational culture and therefore, the organizational culture is difficult to be recognized in the real environment. However, what all researchers agree about is that the organizational culture is difficult in terms of measuring, systematizing and defining under the same umbrella.

While understanding the organizational culture, many authors use the work of Harrison (1972), as a foundation of their studies. Harrison (1972) sees a organizational culture as “distinctive constellation of beliefs, values, work styles and relationships that distinguish one organization from another.”

According to Schein (2004), organizational culture is a process which shapes the behavior and norms of a certain organization. He explains the organizational culture through the concept of iceberg, one of the most common visualization on organizational culture. The top of the iceberg represents the formal part of the organization, while the iceberg’s surface represent the informal part of the organization. He claims that the culture was exerted trough artefacts, perspectives, values and assumptions. On the other hand, Hofstede (1997) , sees a culture as “software of the mind”,similar to a computer programs that control behaviours” and according to his perspective, the culture is consisted of four elements: symbols, heroes, rituals and values.

In addition, another contribution was made by Cammeron and Quinn (2011) , according to which the culture is more concern about the classifications of various core values within the organization. A culture framework is designed based on four dimensions through which the core values for the organizational culture are defined: hierarchy, adhocracy, market and hierarchy dimension. The latest business experiences show the organizational culture is a pivotal for effective performance. Studies show that the organizational culture can have an impact over the financial and corporate performance of the organization (Ogbonna and Harris,2000, Cameron and Quinn, 2011). In other words, the profitability indicators are strongly linked with the strength of the culture. Additionally, through the culture, the organizations promote their culture values along with their chosen strategies (Peters and Waterman,1982).

## **ENVIRONMENTAL VALUES AND ORGANIZATIONAL CULTURE**

As part of our value system, the environmental values are considered as "durable concepts or convictions which relate to the desired behaviour, unfold in various situations, provide orientation when evaluating events and are organized in an order of relative importance" (Hofmeister Tóth/Tör csik 1996). Their evidence often lead to value conflicts between the individuals and/or between the individual and the organizations. In this direction, the synchronization of the indi-

vidual's values and the organizational values is very important, since they are base of a stable and long-lasting organizational culture.

Harris and Crane (2002) argue that the values of the managers are focused on the organization, so in case of conflict between the two, they question the acceptance on the individual's value over organization's values. Depending on the fit between the environmental considerations into strategies of the organization ,this can be seen from both, positive and negative perspective. Since the environmental performance of the company is influenced by the manager's personal value (Kerekes et al. 1999), it is of significant importance the value system, that is transferred within the organization, from the management to the employees.

While the focus is on organization's value system, one should take into consideration whether the organization acts in a moral and ethical way, and whether this activities are ascribed by an individual while the organization act in more different way; by treating it of lesser importance, to ethical questions to broader organizational goals (Moore,1999). Regardless of the outcome, the studies prove that the organization nurtures environmental values, only if those values are reflection of the organizational mission, philosophy and strategy.

It is considered that there is a link between the strength of the organizational culture and the environmental attitudes and objectives. Adaptability suggests to the extent to which an organization can adjust conduct, structures and frameworks acquired in the wake of environmental changes (Bakhsh Magsi et al.,2018). In an organization with a strong culture , the environmental protection goals do not result in organizational conflict. Additionally, because the members in organization with strong culture can easily make a link between the organizational philosophy and environmental awareness, these kind of organizations can easily achieve the environmental awareness, which is sufficient to meet the objectives (Nemcsicsné,2007).

On the other hand, if the environmental issues require fundamental changes in the organizational attitudes, unlike the weak culture organizations, the organizations characterized with strong cultures, find it very hard or even impossible to correspond and fit in to the requirements. On the other hand, the organization with week cultures are focused on the diversity and in this case, these kind of organization can adopt better to the current changes (Bakacsi 1998). The organiza-

tional objectives in regards of business and environment aspect, can complicate the development process of corporate environmental awareness, except if there is a power disposing, authoritative decision-making and responsibility which nurtures the environment in all its aspects (Nemcsicsné,2007).

In conclusion, organizations that show environmental awareness, share common environmental values, which are considered as a important factor for organizational success. The environmentally awareness behavior will be seen only if the organizational members think, believe and behave as they should. Therefore, the organizational culture is of significant importance in setting up the environmental awareness.

## **VOX ORGANIZATIONIS**

In the last decades of the previous century, the researchers come to an conclusion that the normal functioning of every single organization is almost impossible to be achieved, if there is no organizational culture within. The findings of those researchers gave the world a new and different dimension of significance of the phenomenon of organizational culture as a one of the most important factors for the success of an organization's functionality and achievements.

Regardless the fact that there are many instruments that measure the organizational culture, still there is no clear response to whether the instruments that are relevant for one organizational culture are relevant for another. It is still unclear, whether there is an instrument that corresponds both to the Eastern and Western part of the world.

VOX Ogranizations- "the voice of organizations" is a instrument for measuring the organizational alignment and it is inspired by four already existing relevant models: Competing Values Framework (Cameron and Quinn, 2006), Hofstede model of organizational culture and Denison Model.

Through this instrument, the organizational alignment is presented through two perspectives: the non-formal part which is presented by organizational culture and leadership and the formal side of organizational functioning which is presented by organizational structure, policies and strategy. Since these two aspects present the overall alignment of the organizations, both of them are of equal importance (Bojadziev et.al,2011). Therefore, this multi-element survey, it does not only

study the culture, but also the alignment between the culture and the leaders's values as well as the formal part of the organization.

The instrument proposes a typology of 4 culture types: entrepreneurial autocracy, entrepreneurial democracy, conservative or managerial autocracy and conservative or managerial autocracy. In terms of typology for leadership styles, the model is based on two dimensions: decision making styles (democratic or autocratic) and entrepreneurship and innovativeness style (entrepreneurial or risk averse). For the broader audience, VOX Organizationis relates the leadership styles with already known business figures or positions. Therefore, entrepreneurial democracy was defined as "Jack Welch Like" leadership style, entrepreneurial autocracy was defined as "Steve Jobs Like" leadership style, "Banker Like" leadership style for conservative or managerial democracy and "Army Officer Like" leadership style for conservative or managerial autocracy.

The third part of the model is the formal part of the organization which contains any formal document regarding the procedures, policies and strategic plans that can have influence over the behavior of both employees and leaders.

*"In fact, what we have been trying to listen is the music performed by the organizational symphonic orchestra. Thus, we have named this approach VOX ORGANIZATIONIS – The voice of the organizations. Well trained piano tuner, will have a "fork: with resonance of 440 Hz (tune A) and then upon that he /she can tune the whole 8 octaves on the piano. Similarly, good car mechanic can identify the cause of trouble shouting, purely by listening to the sound of the engine. Hereby, we are proposing compatible instrument to measure the alignment. It provides capability to listen to: the sound of the organizations; "tune" the tones which are not tuned, and eventually create efficiency and harmony." (Bojadziev et al.,2011)*

## **METHODOLOGY**

We searched the Google Scholar, Semantic Scholar and Web of Science databases. The search was conducted using a combination of keywords, however limited to articles and abstracts in English. The search results were examined to determine the applicability for further consideration. All duplicates were removed by the research team. We identified articles that included the

application of Vox Organizationis (both new and old version) for further examination.

To characterize the use of the instrument, we followed these general steps. Primarily, basic descriptive information of the paper is provided, including the versions of the instrument. Second, the number of respondents and industry is recorded. Third, implementation characteristics associated with conducting the surveys are presented, including the sample size per facility. Fourth, performance characteristics of the instruments are presented, including the response rates and psychometric properties.

### *Descriptive Information*

The descriptive information is contained from the general information on paper (title and authors). The section also includes the industry setting, number and types of respondents that were included in the survey, as well as the registered pollution level in the country of implementation.

### *Instrument Content*

Furthermore, the version of the instrument is further described. The model was firstly introduced in 2011, however, due to the complexity of the model, the same was simplified to two dimensions with two axes(Bojadjiev,2019).

### *Implementation Characteristics*

This section presents characteristics the implementation characteristics. This refers to the mode of administration of the instrument (online or pen /paper), and whether the survey administration was accompanied by in-person interviews, telephone, mail, or drop-box.

### *Performance Characteristics*

Finally, an overview of the performance characteristics of the survey instruments is provided. The refers to the results in the three main components of the instrument, as well as whether alignment was recorded or not.

## RESULTS

Descriptive information					Instrument	Performance characteristics			
Paper	Author	Country pollution level	Industry Setting	Number of respondents	Old/New Version	4C T score	4LT score	Formal part	Alignment



<p>Organizational Alignment in Information and Communication Technology Industry Case of a Macedonian Company</p>	<p>Bojadjiev.M., Tomovska-Misoska,A., Stefanovska Petkovska.M., Peshhev.A.</p>	<p>The Republic of North Macedonia</p>	<p>Information and Communication Technology sector</p>	<p>63 employees and 4 members of Board of Directors</p>	<p>Old</p>	<p>Dimension 1.: Decision Making and Behavior : Democratic behavior Dimension 2.: People versus Task : People Dimension 3.: Innovation versus Risk Taking : Innovation Dimension 4.: Open versus Close : Open Organization</p>	<p>Dimension 1.: Decision Making and Behavior : Bureaucratic behavior Dimension 2.: People versus Task : People Dimension 3.: Innovation versus Risk Taking : Innovation Dimension 4.: Open versus Close : Open Organization</p>	<p>Dimension 1.: Decision Making and Behavior : Bureaucratic behavior Dimension 2.: People versus Task : People Dimension 3.: Innovation versus Risk Taking : Innovation Dimension 4.: Open versus Close : Open Organization</p>	<p>The only “non-aligned” dimension is the personal opinion of the owners and leaders of the company regarding the Decision Making and Behavior dimension. The owners projected more bureaucratic type of company, where the employees shows that the company functions in more democratic way.</p>
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<p>Organizational Culture and the “Voice” of the Small Enterprises in the Electrical Engineering Service Sector of Macedonia</p>	<p>Bojadjiev.M., Tomovska-Misovska,A., Stefanovska Petkovska.M., Mirocevic.B.</p>	<p>The Republic of North Macedonia</p>	<p>Electrical Engineering sector</p>	<p>52 participants from 3 different Macedonian companies.</p>	<p>Old</p>	<p>Dimension 1.: Decision making and Behavior: Democratic behavior Dimension 2: People versus Task: Tasks are completed through promotion of care for the people and building positive work relationship. Dimension 3.:Innovation versus Risk-taking: Focus on stability but at the same time their entrepreneurs</p>	<p>Dimension 1.: Decision making and Behavior: Democratic behavior Dimension 2: People versus Task: Tasks are completed through promotion of care for the people and building positive work relationship. Dimension 3.:Innovation</p>	<p>Have not been investigated</p>	<p>Have not been investigated</p>
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<p>“A new perspective in measuring Organizational Culture and Alignment in Macedonian companies – web based adaptation of Vox Organizations”</p>	<p>Bojadjiev.M., Stefanovska.Petkovska.M., Solakov.D.</p>	<p>The Republic of North Macedonia</p>	<p>IT sector</p>	<p>22 employees from software administration and HR sectors, 3 managers and 2 leaders.</p>	<p>Old</p>	<p>Dimension 1.: Decision Making and Behavior : Democratic behavior Dimension 2.: People versus Task : People Dimension 3.: Innovation versus Risk Taking : Innovation Dimension 4.: Open versus Close : Open Organization</p>	<p>Dimension 1.: Decision Making and Behavior : Democratic behavior Dimension 2.: People versus Task : People Dimension 3.: Innovation versus Risk Taking : Innovation Dimension 4.: Open versus Close : Open Or</p>	<p>Have not been investigated</p>	<p>Yes, without taking into consideration the formal part</p>
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<p>Organizational Alignment in Higher Education – Case Study of a Macedonian Higher Education Institution</p>	<p>Bojadjiev.M., Krleska.A.</p>	<p>The Republic of North Macedonia</p>	<p>Higher Education sector</p>	<p>70 employees (65.9% of administration staff and 57.4% of the academic staff ) and 2 managers</p>	<p>Old</p>	<p>Dimension 1.: Decision Making and Behavior : Democratic behavior Dimension 2.: People versus Task : People Dimension3.: Innovation versus Risk Taking : Academics generally believe that the organization is more entrepreneurial, the administration believes that the organization is generally risk</p>	<p>Dimension 1.: Decision Making and Behavior : Democratic behavior Dimension 2.: People versus Task : People Dimension 3.: Innovation versus Risk Taking : Innovative Dimension 4.: Open versus Close : Open</p>	<p>Dimension 1.: Decision Making and Behavior : Democratic behavior Dimension 2.: People versus Task : People Dimension3.: Innovation versus Risk Taking : Risk-averse Dimension 4.: Open versus Close : Open Organization</p>	<p>No</p>
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Organizational Culture, Behavior and Leadership in Marketing Agencies in Macedonia	Bojadjiev.M., Tomovska-Misovska,A., Stefanovska Petkovska.M., Ribarski.P.	The Republic of North Macedonia	Marketing sector	104 full time employees of top five marketing agencies in Macedonia.	Old	Dimension 1.: Decision Making and Behavior : Democratic behavior Dimension 2.: People versus Task : People Dimension3.: Innovation versus Risk Taking : Innovative, but their willingness to undertake high risks is at lower level. 4.: Open versus Close : Open Organization	Have not been investigated	Have not been investigated	Have not been investigated
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<p>“Organizational alignment in the food industry: case study of a company in Macedonia”</p>	<p>Bojadjiev.M., Tomovska-Misoska,A., Stefanovska Petkovska.M., Naumovski.S.</p>	<p>The Republic of North Macedonia</p>	<p>Good industry sector</p>	<p>50 employees including the leader.</p>	<p>Old</p>	<p>Dimension 1.: Decision Making and Behavior : Democratic behavior Dimension 2.: People versus Task : People Dimension 3.: Innovation versus Risk Taking : Innovation Dimension 4.: Open versus Close : Open Organization</p>	<p>Dimension 1.: Decision Making and Behavior : Democratic behavior Dimension 2.: People versus Task : People Dimension 3.: Innovation versus Risk Taking : Innovation Dimension 4.: Open versus Close : Open</p>	<p>Have not been investigated</p>	<p>Yes, without taking into consideration the formal part</p>
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<p>Organizational culture, behavior and leadership in Tetra Pak organization</p>	<p>Bojadjiev.M., Tomovska-Misoska,A., Stefanovska Petkovska.M., Shindilovski.D.</p>	<p>The Republic of North Macedonia</p>	<p>Food industry sector</p>	<p>47 managerial and non managerial employees</p>	<p>Old</p>	<p>Dimension 1.: Decision Making and Behavior : Democratic behavior Dimension 2.: People versus Task : People Dimension 3.: Innovation versus Risk Taking : Innovation Dimension 4.: Open versus Close : Open Organization</p>	<p>Dimension 1.: Decision Making and Behavior : Democratic behavior Dimension 2.: People versus Task : People Dimension 3.: Innovation versus Risk Taking : Innovation Dimension 4.: Open versus Close : Open Or</p>	<p>Have not been investigated</p>	<p>Yes, without taking into consideration the formal part</p>
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<p>Organizational Alignment as a model of sustainable development in the public sector in The Republic of Macedonia</p>	<p>Bojadjiev.M., Tomovska.A., Li-mani.A.</p>	<p>The Republic of North Macedonia</p>	<p>Public sector</p>	<p>30 employees and 2 leaders</p>	<p>Old</p>	<p>Dimension 1.: Decision Making and Behavior : Democratic behavior Dimension 2.: People versus Task : People Dimension 3.: Innovation versus Risk Taking : Indecisive 4.: Open versus Close : Open Organization</p>	<p>Dimension 1.: Decision Making and Behavior : Bureaucratic behavior and Behavior : Democratic behavior Dimension 2.: People versus Task : People Dimension 3.: Innovation versus Risk Taking : Innovation versus Risk Taking : Innovative Dimension 4.: Open versus Close : Open Organization</p>	<p>Dimension 1.: Decision Making and Behavior : Bureaucratic behavior Dimension 2.: People versus Task : People Dimension 3.: Innovation versus Risk Taking : Innovation Dimension 4.: Open versus Close : Open Organization</p>	<p>Satisfactory</p>
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Organizational Alignment in Wood Industry – Case Study of a Macedonian Furniture Companies	Stefanovska Petkovska.M., Arsovska.A.	The Republic of North Macedonia	Wood furniture sector	100 employees	Old	Dimension 1.: Decision Making and Behavior : Democratic behavior Dimension 2.: People versus Task : Task Dimension 3.: Innovation versus Risk Taking : Innovative Dimension 4.: Open versus Close : Open Organization	Have not been investigated	Have not been investigated	Have not been investigated
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## DISCUSSION AND CONCLUSION

The main aim of the research was to investigate the organizational culture in companies in high rate polluted countries. In order to conduct an investigation into the organizational cultures, the model of VOX Organizationis was implemented in several industries.

### **Organizational culture in companies in high rate polluted countries.**

The following segment of the discussion will focus on the organizational culture within different industries in the Republic of North Macedonia, country that shows high pollution rate.

As it was presented in the results section, the findings from the research suggested that the employees from companies in different industries such as communication technology, IT, marketing agencies, food industry, higher education and public sector, perceive that their companies are more people oriented, where people employed in wood furniture industry work in “task oriented” companies. More specifically, the results indicated that the employees in all explored industries feel that the companies encourage openness in decision making, consultations with employees in regards to work-life balance opportunities, timely feedback and care for the work place conditions. The organizational cultures were described as open, thus they stimulate the collaboration within and outside of the company. The overall culture of companies operating in the communication sector, IT, food industry, higher education sector and public sector were described as entrepreneurial democracy.

The entrepreneurial orientation in higher education sector is a subject of investigation because contrary to the faculty staff, the administrative staff perceive the organizations as more risk-averse. Moreover, although employees in the marketing agencies in Macedonia achieve high level of innovation, their willingness to undertake risks is at lower level.

On the other hand, in the companies in electrical engineering industry, tasks are completed through promotion of care for the people and building positive work relationship and their focus is on stability but at the same time their entrepreneurial orientation and the appreciation of original ideas are on the rise. Their culture is perceived as moderate towards high internal and external openness.

There are several studies that analyzed the organizational culture within different industries using OCAI (Cameron and Quinn, 2011). In general, sectors such as technology driven industries, communication and sustainability are highly influenced by adhocracy culture. Industries such as health care, education, non profit organizations and government agencies stimulate clan culture. The government, banking and insurance, transportation, medicine and military sectors are en-

couraged by hierarchy culture, while the consultancy, accountancy, manufacturing, sales and marketing sectors are stimulating market culture.

### **Organizational culture and Leadership in companies in high rate polluted countries.**

The following segment of the discussion will focus on the leadership type within different industries in the Republic of North Macedonia, country that shows high pollution rate.

As it was presented in the results section, the findings from the research suggested that the leaders within the communication sector, IT, food industry and public sector were consider their leadership style as “ Jack Welch” leadership types which is defined by the entrepreneurial democratic organizational culture.

The leaders in electrical engineering industry do share the same perception with their employees, proving that the tasks are completed through promotion of care for the people and building positive work relationship and their focus is on stability but at the same time their entrepreneurial orientation and the appreciation of original ideas are on the rise.

On contrary to this, the democratic approach that the employees in higher-education sector does not correspond with the perception of bureaucratic approach that leaders in the same industry encourage.

### **Organizational alignment in companies in high rate polluted countries.**

As mentioned before, the VOX Organizationis measures the full alignment through investigating the organizational culture, leadership and the formal part of the company. Unfortunately, the formal part for most of these researches should be subject under investigation.

In the communication industry is the only “non-aligned” dimension is the personal opinion of the owners and leaders of the company regarding the decision making and behavior dimension. The formal part projected more bureaucratic type of company, where the employees and leaders agree that the company functions in more democratic way.

In the higher education sector, the formal part shows that the organizations stimulate democratic approach, while the leaders perceive the organizations as using bureaucratic approach. The risk-averse orientation according to the formal part records, although correspond with perception of

the administrative staff, the same does not correspond with the innovative perception of leaders and faculty staff.

Another confusion is within the public sector, where the organizational formal part stimulates a bureaucratic approach in decision making dimension, while both, the employees and leaders, encourage democratic approach in the same dimension.

In conclusion, although in almost every company in different industries, the perception of the employees and leaders are well aligned, when it comes to the formal part, it seems that their opinions do not fully correspond to any formal document, including but not limited to policies, procedures, strategic plans and the like that might influence the behavior.

## **LIMITATION OF THE RESEARCH**

The limitation of this study are excepted. One of the main limitation is the risk of social desirability bias. Although the respondents are anonymous, still the level of honesty should not be taken for granted. Another risk is not knowing whether the respondents are representative of the total population in a specific industry. The last limitation is the demographic location of the respondents. This research was investigated only in the Republic of North Macedonia, and therefore the additional studies should provide more comprehensible analysis of such variables.

## **CONCLUSION**

Although, the academic literature contains an extensive discussion on the organizational culture and alignment, there is an gap while implementing the same. At the same time, this discussion provides an overview of some of the strengths and limitations of the available literature.

With regard to the identified organizational culture types in different industries across the Republic of North Macedonia, the opinions are divided when it comes to culture characteristics. Moreover, there is a lack of research with regard to all components of the organizational alignment.

The research findings suggest that mostly, the employees and their leaders consider organizational culture to be placed on entrepreneurial democracy, meaning that the organizations in the investigated industries are mostly, described as open and initiator for collaboration inside and

outside of the company. The findings from this study also have confirmed that the companies should not only recognize the advantages from organizational culture, leadership and alignment, but also use them as a tool for producing more satisfied and productive workforce.

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